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Programme performance report of the United Nations for the biennium 2010-2011

Report of the Secretary-General

Summary

The present report on the programme performance of the United Nations Secretariat for the biennium 2010-2011 is submitted in accordance with regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. The report includes information both on the results achieved by the Organization during the biennium in terms of expected accomplishments and also on the production of outputs, which is the traditional measure of performance.

The report includes a detailed recounting of the results obtained by each individual budget section on a total of 856 expected accomplishments implemented under the 36 sections of the programme budget. In addition, the report highlights the main results achieved by the Organization under its 10 programme elements (see sect. II) in order to give Member States the opportunity to assess the Secretariat's performance at an aggregate level. The analysis of programme performance in regard to the outputs, as detailed in section III, indicates that the implementation rate of mandated outputs in the 2010-2011 biennium was 90 per cent, one percentage point higher than in the previous biennium when it reached 89 per cent. This refers to the more than 32,300 outputs implemented by the United Nations during the biennium.

The highlights of performance of the different budget sections, at programme and subprogramme levels, are presented in section IV, which also includes information on some of the challenges and obstacles met by the Departments of the Secretariat in meeting their goals. The report, combining a results-based analysis with an output-oriented one, provides a complete overview of the major developments and the work performed by the United Nations Secretariat during the biennium 2010-2011.

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Acronyms

AMISOM	African Union Mission in Somalia
BINUB	United Nations Integrated Office in Burundi
BINUCA	United Nations Integrated Peacebuilding Office in the Central African Republic
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNIOGBIS	United Nations Integrated Peacebuilding Office in Guinea-Bissau
UNISFA	United Nations Interim Security Force for Abyei
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNOCA	United Nations Regional Office for Central Africa
UNOCI	United Nations Operation in Côte d'Ivoire
UNSMIL	United Nations Support Mission in Libya
UNSOA	United Nations Support Office for the African Union Mission in Somalia

I. Introduction

1. The present report on the programme performance of the United Nations Secretariat for the biennium 2010-2011 constitutes an important accountability and management tool in the Organization's results-based-budgeting approach. Since this budgeting methodology follows a recurrent cycle that includes planning, budgeting, programme implementation, monitoring and reporting, it closes the cycle, summarizing the major achievements of the United Nations during the biennium and the outputs delivered in the implementation of its programme of work.

2. The report is submitted in accordance with regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8), which established the format and content of the report, as well as its periodicity.

3. The General Assembly, in its resolution 61/245, reaffirmed the responsibilities of programme managers in the preparation of the programme performance report, and reassigned the programme monitoring functions and the task of preparing the report based on the inputs provided by them to the Department of Management. Following the mandate of the Assembly, those functions have now been fully assumed by the Office of the Under-Secretary-General for Management, which has coordinated the preparation of the present programme performance report for the biennium 2010-2011.

4. The report contains information on the production of outputs, the traditional measure of performance, and provides an overall account of the results obtained by the United Nations, as reported by the various Departments. A total of 856 expected accomplishments implemented under 36 sections of the programme budget are reported on herein.

5. The output implementation rate in the Organization, which reached 90 per cent during the biennium 2010-2011, is higher than the 89 per cent implementation rate achieved in the biennium 2008-2009. The present report covers more than 32,300 outputs that have been implemented by the Organization during the current biennium.

6. The report is structured as follows: sections II and III provide an overview of the results accomplished by the Secretariat as a whole during the biennium, a summary of output implementation statistics, and data on resource use. This information is organized to cover 10 areas of the programme budget for the biennium 2010-2011, corresponding to 36 different budget sections.

7. Section IV covers programme performance under each section of the programme budget for the biennium 2010-2011, comprising a summary of programme-level results and performance constraints followed by a review of performance pertaining to individual subprogrammes and associated expected accomplishments.

8. The combination of a results-based with an output-oriented analysis provides a complete overview of the major achievements and work performed by the United Nations Secretariat during the biennium 2010-2011.

II. Overview of key results achieved by the United Nations

A. Overall policymaking, direction and coordination

9. The Department for General Assembly and Conference Management provided the physical and deliberative framework for all meetings of Member States, including the sixty-fourth, sixty-fifth and sixty-sixth sessions of the General Assembly. The framework encompasses global conference management and substantive secretariat support, including the provision of procedural advice to intergovernmental bodies, as well as technical meetings and documents management. The timely provision of those services ensured the smooth running of the intergovernmental processes despite the constraints faced by the Secretariat owing to the continuing implementation of the capital master plan. The staff of the Department faced many challenges, including the logistical planning for meetings held in various locations, reduced seating capacity, reduced space for the sorting and storage of documents, as well as the need to coordinate work from remote office spaces.

10. Despite such constraints, the Department performed extremely well, including during the general debates of the sixty-fourth to sixty-sixth sessions of the General Assembly, the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals, the high-level meeting on biodiversity and the high-level meeting on small island developing States. In addition, the Department promoted the Secretary-General's goal of reducing greenhouse gas emissions by introducing cost-effective, environmentally friendly and advanced technology initiatives in its offices. In January 2010, the Department launched an e-subscription portal allowing users to receive documents electronically. Coupled with the increased use of mobile electronic devices as distribution tools for published materials, this has greatly reduced paper consumption at the Secretariat. The conversion of printed documentation into digital format has made it easier and faster for staff and delegates to retrieve, disseminate and store information. The Publishing Section processed 10 per cent less print jobs in 2011 than in 2010, and there was a 50 per cent reduction in the number of page impressions, from 179 million to 84 million pages.

B. Political affairs

11. Four programmes, political affairs, peacekeeping operations, disarmament, and peaceful uses of outer space, contributed effectively to two of the priorities for the biennium: maintenance of international peace and security and disarmament. The political affairs programme supported mediation and electoral efforts around the world, addressing ongoing and new conflict situations in approximately 40 countries and responding to almost 50 new requests for electoral assistance. In the Sudan, the Secretary-General's Panel on the Referenda in the Sudan, assisted by a team of field monitors, provided its good offices as an agency of conflict prevention during the ultimately peaceful referendum on southern Sudan, which culminated in the creation of South Sudan, now the 193rd Member State of the United Nations. Rapid technical assistance and the provision of two international advisory members to the Central Electoral Commission supported the transitional Government of Kyrgyzstan through constitutional referendum and parliamentary elections, ensuring a peaceful

transition. Improvements in the development of integrated peacebuilding strategies, including reconstruction, institution-building, employment generation and sustainable development, which focus attention on post-conflict peacebuilding needs, resulted in a more expeditious preparation of instruments of engagement in Liberia. In addition, the programme on political affairs provided substantive services to the Security Council for its deliberations on action for preventive diplomacy, conflict resolution, peacekeeping and political missions during the biennium.

12. Peacekeeping operations provided strategic direction and day-to-day operational guidance to 16 field operations, with complex multidimensional mandates and diverse contexts. It implemented the New Horizon initiative for enhanced support to the field missions and peacekeeping activities. The initiative encompassed areas such as strategy for early peacebuilding, protection of civilian mandates, standing police capacity, new justice and corrections standing capacity and a global field support strategy. The programme also provided critical support to Haiti in the aftermath of the earthquake in January 2010, which helped re-constitute mission leadership and staff strength, enabling humanitarian and recovery efforts to proceed. It also supported the referendum in the Sudan and the stabilization of the security situation following the post-electoral crisis and legislative elections in Côte d'Ivoire. Among other activities, the programme also provided support for the conduct of elections and national reconciliation initiatives in Afghanistan, national elections in the Democratic Republic of the Congo and the presidential election in Liberia.

13. The 2010 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons successfully concluded its deliberations with the adoption of a Final Document. The second and third sessions of the Preparatory Committee for the United Nations Conference on the Arms Trade Treaty convened in 2011 to make recommendations on the elements for an effective and balanced legally binding instrument on the highest possible common international standards for the transfer of conventional arms. The Secretary-General convened a high-level meeting on revitalizing the work of the Conference on Disarmament and taking forward multilateral disarmament negotiations and the High-level Meeting on Nuclear Safety and Security in September 2010 and September 2011, respectively. The Convention on Cluster Munitions entered into force in August 2010 and the first and second meetings of the States Parties to the Convention were held in the Lao People's Democratic Republic and in Lebanon, in 2010 and 2011, respectively. The Seventh Review Conference of the Biological Weapons Convention and the Fourth Review Conference of the High Contracting Parties to the Convention on Certain Conventional Weapons were both convened in 2011.

14. The programme on outer space worked successfully to facilitate the use of all types of space-based information in the field of disaster management and emergency response by bridging the gap among space-based information providers, humanitarian organizations and national disaster management authorities. The programme established seven additional regional support offices of the United Nations Platform for Space-based Information for Disaster Management and Emergency Response (UN-SPIDER) and facilitated access to imagery from satellite operators for 32 disaster events, including the earthquake in Haiti. UN-SPIDER

provided technical advisory support to 23 countries[1] for implementing risk reduction and emergency response activities using space-based information.

C. International justice and law

15. The Office of Legal Affairs continued to provide legal advice on matters concerning international peace and security and transitional justice, including advice on the rules of procedure of different United Nations organs and on defending the privileges and immunities of United Nations staff and premises worldwide.

16. During the biennium 2010-2011, claims against the Organization totalling some $187.1 million were resolved for less than $44.9 million, a reduction in actual liability from that claimed of some 76 per cent. There were no instances in which, unless waived by the Office of Legal Affairs, the privileges and immunities of the United Nations were not maintained in respect of matters referred to the Office.

17. During the period from 1 January 2010 to 31 December 2011, the Office of Legal Affairs filed 245 submissions (appeals and answers to appeals) with the United Nations Appeals Tribunal. This constitutes an average of 123 submissions per year, almost twice the previous average of 65 submissions filed annually by the Office with the former United Nations Administrative Tribunal. The position of the Secretary-General, as represented by the Office, was accepted by the Appeals Tribunal in 128 of the 155 cases in which the Secretary-General was a party, reflecting an 83 per cent success rate.

D. International cooperation for development

18. Promoting international cooperation to secure global developmental goals is a core mandate and essential task of the Organization. Departments that share the responsibility for supporting actions related to that goal, including ensuring sustained economic growth, sustainable development and the development of countries in Africa and of developing and less developed States are: the Department of Economic and Social Affairs, the United Nations Conference on Trade and Development (UNCTAD), the United Nations Human Settlements Programme (UN-Habitat), the United Nations Office on Drugs and Crime (UNODC), the Office of the Special Adviser on Africa, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, the International Trade Centre (ITC), the United Nations Environment Programme (UNEP) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

19. The analytical work and substantive contributions of the above-mentioned entities strengthened the debate within the intergovernmental organs and at international conferences and contributed to the adoption by Member States of policies and initiatives for the promotion of economic growth and sustainable development. The Department of Economic and Social Affairs elaborated reports of the Secretary-General on economic and social issues, including the following

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[1] Bangladesh, Burkina Faso, Cameroon, Chile, Colombia, the Dominican Republic, Ecuador, Fiji, Guatemala, Haiti, India, Jamaica, Madagascar, Malawi, Maldives, Mozambique, Namibia, Nigeria, the Philippines, Samoa, Sri Lanka, the Sudan and Togo.

publications: *World Economic and Social Survey*; *World Economic Situation and Prospects*; *Report on the World Social Situation*; *Millennium Development Goals Report* and *Millennium Development Goals Gap Task Force Report 2010*. Those reports, with others, provided background material for discussions within intergovernmental organs and at international conferences. UNCTAD research and policy recommendations, particularly through its flagship publications, focused on the weak global recovery and the policy challenges posed by the crisis, especially in the areas of trade and development. Other reports focused on important areas of concern to developing countries, especially the least developed countries. Worthy of special mention are: the UNCTAD annual *Trade and Development Report*, which contributes to the understanding of the relationship between employment and macroeconomic policies and post-crisis policy challenges in the world economy; and the *World Investment Report*, which analyses how foreign direct investment (FDI) and related technology can be leveraged to support the transition of developing countries to a low carbon economy.

20. The UN-Habitat global flagship reports, *The Global Report on Human Settlements* and the *State of the World's Cities*, continued to provide evidence-based knowledge on urban conditions, trends and challenges, including the latest statistics and policy guidance on urban and human settlements. Some publications focused on specific priority topics, such as "cities and climate change" and "bridging the urban divide", which were the themes, respectively, for World Habitat Day and the World Urban Forum. UNODC, for its part, through its annual flagship publication, *World Drug Report*, presented a comprehensive assessment of the international drug problem, with detailed data and analysis on drugs and crime. All of the reports, as well as the relevant online databases, were much appreciated and used by the international community.

21. The United Nations Secretariat continued its commitment to support the New Partnership for Africa's Development (NEPAD). The Office of the Special Adviser on Africa continued to report annually to the General Assembly on the effects of the United Nations system to promote the New Partnership and also coordinated the preparation of the Secretary-General's report on implementation and international support for the implementation of its programmes. In a similar undertaking, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States succeeded in placing high on the international agenda the concerns of the least developed countries, landlocked developing countries and small island developing States which constitute three of the most vulnerable groups of countries. This was achieved, inter alia, by effectively supporting the preparatory process for and the convening of the Fourth United Nations Conference on Least Developed Countries, held in Istanbul, Turkey, from 9 to 13 May 2011.

22. UNEP continued to work with leading scientists in the preparation of scientific analyses to support the negotiations of the bodies of the United Nations Framework Convention on Climate Change and also continued with the publication of its widely recognized reports, including the *UNEP Year Book* and its atlases, the *Africa Water Atlas* and *The Latin America and the Caribbean Atlas of our Changing Environment*, which are aimed at enabling nations and peoples to improve their quality of life with full respect for the environment and without compromising the future of upcoming generations. UNEP applied research also helped catalyse significant investments in cleaner energy technologies from both the public and

private sectors, which resulted in an increase in the amount of resources allocated to reducing greenhouse gas emissions. Acting as a global advocacy and knowledge hub, UN-Women undertook advocacy, research and analysis in a number of areas, including women's role in peace and security, ending violence against women, women's political participation and decision-making and their economic empowerment. In particular, the flagship publication, "*Progress of the World's Women: In pursuit of justice*", generated new national initiatives to close gaps in the implementation of global commitments. Research carried out by UN-Women was bolstered by experience and lessons learned from its operational work, which strengthened the global normative framework. By forging a stronger link between normative and operational work, UN-Women provided new impetus for action to promote gender equality and women's empowerment.

23. Under international cooperation for development international conferences, meetings and events were organized, bringing together Member States, civil society organizations and intergovernmental and international organizations to discuss issues of concern to the international community. The Department of Economic and Social Affairs, as the dedicated secretariat for the United Nations Conference on Sustainable Development, intensified its support for the preparatory process for the Conference and started, along with the United Nations Development Programme (UNDP), the substantive work on the post-2015 development agenda. The Department also coordinated and/or provided substantive support to important meetings, such as the 15-year reviews of the outcomes of the World Summit for Social Development and the Fourth World Conference on Women; the fourth (March 2010) and fifth (December 2011) High-level Dialogues on Financing for Development; and the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals (September 2010). UNCTAD organized several expert group meetings, and stakeholder conferences, including the Global Commodities Forum, the Debt Management Conference and the World Investment Forum. Those events have proved to be effective catalysers of policy initiatives and actions. UN-Habitat confirmed that the holding of the World Urban Forum was a premier public event for urbanization issues, with more than 10,000 people from 150 different countries having attended its fifth session. The Fourth United Nations Conference on the Least Developed Countries, a major event organized by the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, attracted more than 8,900 participants. The result of the Conference was the adoption of the results-oriented Programme of Action for the Least Developed Countries for the Decade 2011-2020 (Istanbul Programme of Action for the Least Developed Countries), which set the ambitious goal of enabling half of the total number of least developed countries to meet the criteria for graduation by 2020.

24. In the area of operational activities for capacity development, programmes of the United Nations Secretariat supported the implementation of important projects and activities in key development fields in beneficiary countries. The operational work carried out by the Department of Economic and Social Affairs promoted global agreements, normative frameworks and standards for implementation at the country level in the context of national development strategies, plans and programmes, including: the United Nations Declaration on the Rights of Indigenous People, the Convention on the Rights of Persons with Disabilities, the Madrid International Plan of Action on Ageing, 2002, and international support measures

for the least development countries. Through its advisory services, the Department of Economic and Social Affairs also supported the efforts of countries to develop economic and social policies to respond to the global economic and financial crisis, and to strengthen the capacity of their national statistical institutions to measure progress in social, economic and environmental areas. UNODC successfully launched seven regional programmes aimed at promoting cross-border cooperation and providing policy advice and expertise for the implementation of the United Nations conventions on crime and drugs and the United Nations standards and norms on criminal justice and crime prevention. The International Trade Centre continued its operational activities, according to its mandate, focusing on the areas of trade information and export promotion solutions. The impact of its activities on the poorest and most vulnerable countries (least developed countries, landlocked developing countries and small island developing States), where its delivery reached 55 per cent of its technical assistance in 2011, was significantly increased. As a result, 83 per cent of policymakers in sub-Saharan Africa expressed satisfaction regarding the advice and support provided by the International Trade Centre. UNEP assisted Member States to incorporate environmental concerns and the management of hazardous substances into their development programmes. With the support of the joint UNDP/UNEP poverty-environment initiative, 17 countries included environmental sustainability as an objective or priority in their national or sectoral development policies and 30 national and local Governments and public institutions invested in and adopted technologies favouring resource efficiency and sustainable consumption and production. In addition, 11 countries are now working, with the support of UNEP, to integrate sound chemicals management into national policies and strategies. UN-Women implemented over $150 million in programmatic activities in over 70 countries, including technical and capacity-building in the areas of women's economic empowerment, women's political participation, gender-responsive budgeting, ending violence against women and promoting the role of women in building and maintaining peace and security.

25. The programmes under this cluster were also successful in assisting Governments in reaching, consolidating and/or implementing international agreements and/or ratifying international conventions. Under the auspices of UNODC, 14 countries ratified or acceded to the United Nations Convention against Corruption. UNODC also registered 51 new ratifications of the international conventions and protocols related to terrorism in all its forms during this period. The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States successfully steered the finalization and launch of the Multilateral Agreement for the Establishment of an International Think Tank for landlocked developing countries. One notable intergovernmental agreement reached during the period was the outcome of the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals entitled "Keeping the promise: united to achieve the Millennium Development Goals" (resolution 65/1), which focused on accelerating progress towards the achievement of all the Millennium Development Goals by 2015. UN-Women worked at the country level to promote the alignment of national laws and policies with international agreements and it supported legislative reform for adherence to the provisions of the Convention on the Elimination of All Forms of Discrimination against Women.

26. A number of programmes engaged in public information activities and advocacy efforts in the biennium 2010-2011. World Habitat Day 2011 was celebrated, under the auspices of UN-Habitat, in 65 countries with 250 events, compared with 239 events in 2010. In addition, at the 2010 Shanghai Expo, held on the theme "Better City, Better Life", UN-Habitat coordinated the activities at the United Nations Pavilion and mobilized over 40 United Nations agencies, including 150 events, which were attended by over 3 million visitors. Both the English and French editions of *Africa Renewal* magazine were part of the public information and awareness activities in support of NEPAD. Published on schedule and with improved quality, the magazines were widely disseminated and praised by readers. The tenth anniversary of New Partnership was commemorated at United Nations Headquarters in New York with a series of public events organized by the Office of the Special Adviser on Africa in collaboration with the NEPAD Planning and Coordinating Agency.

27. UNEP launched its "en.lighten initiative" (www.enlighten-initiative.org/) aimed at accelerating the transformation of the global market to environmentally sustainable lighting technologies by developing a coordinated global strategy for the phase-out of inefficient lighting. Under that initiative, guidance was disseminated on achieving the accelerated global phase-out of inefficient incandescent lamps by 2016. UNEP also launched the Global Efficient Lighting Partnership Programme to assist countries in developing integrated national phase-out strategies. Thus far, 28 countries have joined the programme. During the biennium, UN-Women undertook extensive advocacy and communication efforts. For example, under the leadership of the Under-Secretary-General and the Executive Director, the UN-Women 16-step policy agenda on ending violence against women resulted in more than 22,000 print articles globally.

28. Through the provision of advisory services and relevant training activities at the service of requesting Governments, the regular programme of technical cooperation has continued to facilitate rapid response by entities of the United Nations Secretariat to urgent demands from Member States. The programme was executed by 11 implementing entities of the Secretariat: four of them (the Department of Economic and Social Affairs, UNCTAD, UN-Habitat and UNODC) are reported under this programme element; the five regional commissions (the Economic Commission for Africa (ECA), the Economic Commission for Europe (ECE), the Economic Commission for Latin America and the Caribbean (ECLAC), the Economic and Social Commission for Asia and the Pacific (ESCAP) and the Economic and Social Commission for Western Asia (ESCWA)) are reported under regional cooperation for development; and the final two, the Office for the Coordination of Humanitarian Affairs and the Office of the United Nations High Commissioner for Human Rights (OHCHR), are reported under human rights and humanitarian affairs.

29. The contribution of the Department of Economic and Social Affairs to the beneficiaries of the regular programme of technical cooperation emphasized bringing global knowledge and perspectives on development in areas such as gender issues and advancement of women, social policy and sustainable development, statistics and population issues and public administration and development management to the national level. The programme carried out 256 advisory missions, 77 training workshops and 24 fellowships. Support was also provided to 45 countries in their preparations for the United Nations Conference on Sustainable

Development. UNCTAD, training courses and advisory services contributed to enhanced understanding by the international community of key issues on the international economic agenda affecting the process of development. Beneficiaries indicated their increased capacity to: (a) build more effective and integrated policy responses; (b) formulate negotiating positions; and (c) draft trade and investment laws.

30. UN-Habitat activities, with additional resources from the regular programme of technical cooperation, had a large multiplier effect and generated an important project portfolio, as demonstrated by the following results: the formulation of strategic lines for integrated recovery and reconstruction developed for Haitian cities affected by the January 2010 earthquake; a multi-donor support programme, assisting 10 pilot developing countries to adopt international guidelines on decentralization and access to basic universal services; a city-to-city cooperation programme providing training, research and capacity development for five countries in Western Africa; and a sustainable urban development strategy for the Arab region, to be launched at the regional conference "Municipal management and urban development for sustainability in Arab cities" to be held in Kuwait in May 2012. UNODC emphasized the provision of advisory services that contributed to the continued implementation by Member States of the conventions on drug control, transnational organized crime, corruption and terrorism as well as the United Nations standards and norms on crime prevention and criminal justice.

E. Regional cooperation for development

31. The five regional commissions continued their efforts to promote sound economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly, recent United Nations conferences and the specific mandates and requests received from the Governments in their respective regions. In this regard, the commissions continued to use their convening capacity to hold discussions on policy issues of concern to the different regions they serve and to build political consensus on possible solutions to the economic and social problems faced by their member States. Concrete examples of the effective utilization of those capacities are as follows: ECA, at the two annual sessions of the Conference of African Ministers of Finance, Planning and Economic Development, built consensus on key African development challenges and articulated common African perspectives and positions on these important issues; ECE organized its seventh Ministerial Conference, "Environment for Europe", which culminated in the adoption of the ministerial declaration "Save water, grow green!" and the Astana Water Action, whose outcomes provided valuable inputs to the regional preparatory meeting for the United Nations Conference on Sustainable Development; ECLAC, at its thirty-third session, launched its report "Time for equality: closing gaps, opening trails", which contains a proposal for a new road map that places equality at the centre of a development agenda based on a new balance between the State, the market and society; ESCAP held its sixth Ministerial Conference on Environment and Development in Asia and the Pacific to assess the state of sustainable development, identify regional perspectives and priorities and decide on concerted actions in response to imperatives posed by global and regional environment challenges; and ESCWA hosted its twenty-sixth Ministerial Conference, which constituted an important forum for the discussion of emerging issues affecting the

region, including the challenges and opportunities of youth in the Arab world, human and institutional capacity-building and information and communications technology (ICT).

32. At the core of the work of the regional commissions were key publications that contributed to improved policy formulation and implementation. The flagship publications of the commissions continued to play an agenda-setting role in the discussions of the more important issues surrounding the development of the countries they serve and in the formulation and implementation of economic and social policies. The 2010 edition of the ECA *Economic Report on Africa* advocated structural transformation and economic diversification as the means for reducing unemployment in Africa. The 2011 edition of the report examined the role of the State in governing development, triggering economic transformation and acting as a catalyst for sustainable development in the region. ECE published its second round of environmental performance reviews for five countries. The reviews show that all five countries have improved environmental performance as a result of implementing the recommendations contained in the first reviews. For the first time, ECE published "innovation performance reviews". Implementation of the recommendations resulting from those reviews will contribute to improving the regulatory and institutional framework for innovation in two countries: Belarus and Kazakhstan. ECLAC issued over 280 publications, including its six flagship reports: *Latin America and the Caribbean in the World Economy, 2010-2011*, *Foreign Investment in Latin America and the Caribbean*, *Economic Survey of Latin America and the Caribbean*, *Preliminary Overview of the Economies of Latin America and the Caribbean*, *Social Panorama of Latin America*, and *Statistical Yearbook of Latin America and the Caribbean* covering a wide array of issues. The publications were downloaded more than 6 million times during the biennium. In 2010, ESCAP issued the *Economic and Social Survey of Asia and the Pacific*, which assessed the most critical issues, policy challenges and risks faced by the region. In 2011, it delineated policies to sustain dynamic growth with strengthened regional connectivity and increased resilience to external shocks, including inclusive growth. ESCWA issued the *Survey of Economic and Social Developments in the ESCWA Region, 2010-2011*, which focused on the dramatic challenges witnessed in the region during the passage from the first to the second decade of the twenty-first century. The report contains two main sections: the first discusses socioeconomic issues in the region by focusing on recent socioeconomic and political developments; and the second provides a detailed overview of social policy in the region, as well as a set of policy recommendations.

33. All of the regional commissions succeeded in their policy coordination work aimed at bringing together the efforts of different entities working with a set of common objectives in order to maximize their interventions through the creation of synergies. Such experiences are represented by: the success of ECA in strengthening United Nations system-wide support for the implementation of NEPAD at the regional and subregional levels; ECE preparation of the inter-agency report *The MDGs in Europe and Central Asia: Achievements, Challenges and the Way Forward*, elaborated through the Regional Coordination Mechanism, as well as the regional meeting on the Millennium Development Goals held in Istanbul; the preparation by ECLAC of its report *Achieving the Millennium Development Goals with equality in Latin America and the Caribbean: Progress and challenges*, with the participation of 17 agencies, funds and programmes and the organization of

related events on the subject; the preparation by ESCAP of *Achieving the Millennium Development Goals in an Era of Uncertainty: Asia-Pacific Regional Report*, in collaboration with the Asian and Development Bank and UNDP; and the preparation by ESCWA of the *Third Arab Report on the Millennium Development Goals 2010 and the Impact of the Global Economic Crises* by ESCWA.

34. The statistical information produced and/or supported by the regional commissions was widely utilized by the Governments of the region as well as by other stakeholders to monitor their performance in different areas and to introduce corrective actions, as necessary. Most of the commissions also continued to support the elaboration of a national census in the countries of their respective regions and to work on the elaboration and monitoring of the statistics for the achievement of the Millennium Development Goals. All of the commissions continued in their efforts to enhance and update their respective databases, and to make them available to the public in user-friendly formats, and all produced publications on good statistical practices.

35. All of the regional commissions were involved in organizing training workshops, advisory missions and expert groups, with the goal of improving the production of basic economic and social statistics and improving the estimation of national accounts in the member States of their respective regions. Most of the commissions also continued to assist their member States in the production of statistical information in emerging areas, such as environmental and gender statistics and indicators, and in the incorporation of those statistics into their national accounts and development programmes. The regional commissions, with their respective statistical yearbooks, which feature the main economic and social indicators for the countries of the region, have become important sources of information for Governments, researchers and other stakeholders interested in obtaining updated, reliable and objective statistical information about the regions and countries they cover.

36. Also noteworthy are the advocacy efforts and public information activities developed by the regional commissions. The success of those efforts is reflected by the progressive transformation of the entities into strong regional centres for rigorous analysis and strong operational activities that share development policies and practices and innovative solutions and contribute to the building of regional and subregional consensus on a range of economic and social issues, based on United Nations principles and values.

37. As in the case of the programmes reported under international cooperation for development, the regular programme of technical cooperation continued to be used by the regional commissions to facilitate rapid responses to urgent demands of Member States, through the use of advisory services and relevant training activities.

38. In this respect, the ECA contribution included regional experiences and information on economic and social areas such as trade negotiations, water resources management, statistics, gender mainstreaming, women's rights, ICT and knowledge management for development, infrastructure development, governance and public administration and the implementation of NEPAD activities and the African Peer Review Mechanism, as well as post-conflict reconstruction. The Commission carried out 65 advisory missions and 48 training workshops and provided 32 fellowships in more than 40 countries of the region. As a result, the Commission continues to shape the development agenda on the continent, as

evidenced by the fact that an ECA report on intra-African trade influenced the decision to fast track the establishment of a continental free trade area and that "Boosting intra-African trade" was adopted as the theme of the eighteenth ordinary session of the Assembly of Heads of State and Government of the African Union.

39. ECE activities under the regular programme of technical cooperation were linked to its normative work and contributed to strengthening the capacities of countries with economies in transition in acceding to and implementing international instruments, norms and standards in areas such as economic cooperation and integration, environment, sustainable energy, statistics, trade and transport, as well as in achieving the internationally agreed development goals, including the Millennium Development Goals. The Commission carried out 112 advisory missions and 57 training workshops in 24 countries of the region. Concrete achievements reported as a result of those interventions include: improved capacity for transboundary water cooperation in the countries of Eastern Europe, the Caucasus and Central Asia and South-Eastern Europe, which have developed and/or signed three intergovernmental agreements on the transboundary management of shared water resources; population and housing censuses successfully conducted and national Millennium Development Goal reports produced by those countries based on international and ECE recommendations; strengthened capacity of those countries to accede to and implement ECE legal instruments on transport; strengthened capacity for sustainable energy development in six countries of the region which adopted national energy policies and measures to apply international and ECE recommendations; and the creation of an improved environment for trade facilitation through the implementation of the "single-window" principle in 14 countries that launched national single-window projects.

40. The ESCWA contribution included regional experiences and information on economic and social priorities in areas such as sustainable development, social policy, the Millennium Development Goals, economic statistics, ICT for development and women's empowerment. The Commission carried out 139 advisory missions and 69 training workshops and provided 37 fellowships in 14 countries of the region. As a result of those interventions, ESCWA achieved greater coherence among its member States on the strategic priorities to be presented at the United Nations Conference on Sustainable Development; created an enabling environment for the critical examination and assessment of social protection policies and programmes; promoted the customization of the Millennium Development Goals to local circumstances in Bahrain, Jordan, Iraq, the Sudan and Yemen; influenced global Internet policy through the Arab road map for Internet governance; and improved the capacity of national statistical offices to produce and disseminate reliable, timely and comparable economic and social statistics.

41. ECLAC contributed regional experiences and information on economic and social areas such as trade, regional integration and cooperation, production and innovation, macroeconomic policies and growth, social development and equity, population and development, sustainable development and human settlements, natural resources and infrastructure and statistics and economic projections. The Commission also carried out 167 advisory missions and 87 training workshops and provided 18 fellowships in 33 countries of the region. As a result of such interventions, ECLAC facilitated informed decision-making and the implementation of policies and measures regarding the following key development issues: the assessment of the socioeconomic impact of the earthquake in Haiti and the

formulation of development strategies in that country; the development of the strategic plan for the Initiative for the Integration of Regional Infrastructure in South America (2012-2022); and the formulation of the national development plan (2011-2014) of Colombia.

42. ESCAP enhanced regional South-South cooperation in order to address recovery from the economic and financial crises, environmental sustainability and the concerns of countries with special needs. The Commission also carried out 152 advisory missions and 119 training workshops and provided 8 fellowships in 48 countries of the region. As a result of those interventions, ESCAP facilitated an increase in connectivity among countries through multimodal transport linkages, trade facilitation and the exchange of information. ESCAP also assisted in adapting regional approaches, for example the Astana Green Bridge Initiative, to country-specific circumstances. Another focus of its work was to strengthen resilience to external shocks, such as the volatility of commodity prices and the financial markets, as well as to promote planning for natural disasters, which tend to affect countries beyond the immediately affected countries as a result of regionally integrated production networks and supply chains.

F. Human rights and humanitarian affairs

43. Two of the priorities for 2010-2011 biennium, the promotion of human rights and the effective coordination of humanitarian assistance, are covered under human rights and humanitarian affairs.

44. The United Nations commitment to protecting human life resides in its unequivocal resolve, under the Charter, to promote universal respect for and the protection of human rights and fundamental freedoms for all.

45. Under the leadership of the United Nations High Commissioner for Human Rights, the work of OHCHR encompasses human rights standard-setting, monitoring and country-level implementation. More specifically, the Office provides support to human rights treaty bodies and mechanisms, deploys staff to various countries and promotes global and national-level advocacy for adherence to human rights norms and standards.

46. OHCHR provided substantive and technical support to the Human Rights Council for its regular and special sessions, organizational meetings and the meetings of its subsidiary bodies. Operational and substantive support was provided for the functioning of the new cooperative mechanism, the universal periodic review[2] and the work of independent human rights experts, known as special procedures, to promote greater compliance by States with human rights standards.

47. OHCHR continued to advance the human rights agenda through research, policy-oriented analysis, capacity-building and human rights mainstreaming. Its work covered a broad range of human rights issues, including: the fight against impunity; human rights in situations of violence and insecurity; combating discrimination, inequalities and poverty; and the human rights of migrants.

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[2] The universal periodic review, established in 2006, is a cooperative mechanism under which all Member States report on their responsibility to fully respect and implement all human rights and fundamental freedoms.

48. Major crises in Haiti and Kyrgyzstan, ongoing challenges in the Occupied Palestinian Territory, elections in Guinea and developments connected with the "Arab Spring" required extraordinary efforts to ensure sustainable and effective actions to promote respect for human rights. OHCHR responded to these challenges by: setting up a mission in the south of Kyrgyzstan; leading the protection cluster in Haiti; establishing new country offices in Guinea and Tunisia; providing support to peace missions, including in the new State of South Sudan; and supporting the Human Rights Council-mandated mechanisms, such as commissions of inquiry on Côte d'Ivoire, Libya and the Syrian Arab Republic, missions to follow up on the attacks on the Gaza flotilla and the Goldstone report.[3]

49. The Office for the Coordination of Humanitarian Affairs continued its mission of mobilizing and coordinating effective humanitarian action in partnership with national and international actors in order to save lives and alleviate human suffering in disasters and emergencies. This was a year of enormous challenges for the humanitarian system. In addition to the unprecedented humanitarian needs in Haiti and Pakistan, there were over 529 natural disasters during the biennium, even as ongoing conflicts in Somalia and the Democratic Republic of the Congo demanded continuous attention. These challenges prompted the Office and its partners to scale up their response to new resource levels, both human and financial. In Haiti, for example, 87 emergency deployments of humanitarian coordination personnel were made through mechanisms managed by the Office during the first two months of the crisis. The response time for the first multimillion dollar grants from the Central Emergency Response Fund could be measured in hours, not days, and in Pakistan, the Office launched one of the largest consolidated appeals on record.

50. In 2010, in response to growing concerns regarding the insecurity of aid operations and the resulting decline in humanitarian access, the Office for the Coordination of Humanitarian Affairs commissioned a study to identify and document strategies and practices that have enabled humanitarian organizations to maintain effective operations in contexts characterized by high security risks. The study explains how humanitarian aid workers manage risk within the United Nations security management framework.

51. Other entities of the United Nations also provide humanitarian assistance through programmes for the welfare and rehabilitation of refugees. Two offices, the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) are dedicated to the cause of refugees.

52. During the biennium, UNHCR worked in more than 120 States to assist some 33.9 million displaced or Stateless persons. Displacement crises in Côte d'Ivoire, Libya, Somalia and Yemen, combined with intractable conflicts in places such as Afghanistan and the Democratic Republic of the Congo, tested response capacities. In 2011, UNHCR doubled emergency deployments and increased the dispatch of relief items by almost 400 per cent.

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[3] The United Nations Fact-Finding Mission on the Gaza Conflict of 2008-2009 was composed of four members, including Justice Richard Goldstone, former judge of the Constitutional Court of South Africa and former Prosecutor of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda as its Chair.

53. The persistence of conflict in many parts of the world have had a negative impact on durable solutions for refugees. Nonetheless, UNHCR assisted some 197,600 refugees in returning home and a further 73,000 in resettling in other countries in 2010.[4] Comprehensive approaches to solutions were adopted in the Balkans and in strategies on Angolan, Liberian and Rwandan refugees.

54. During the 2010-2011 period, more than 7 million refugees found themselves in protracted situations of exile. The joint transitional solutions initiative of UNHCR and UNDP in eastern Sudan provided a model for expanding development assistance to refugee-hosting areas through its strengthened partnership. UNHCR also strengthened its response to urban displacement, operationalizing new guidelines and evaluating lessons learned in seven pilot locations.

55. UNHCR worked with States and partners to commemorate the sixtieth anniversary of the Convention relating to the Status of Refugees of 1951 and the fiftieth anniversary of the Convention on the Reduction of Statelessness of 1961. This joint endeavour resulted in pledges from most of the 155 participating States to improve the protection of refugees and Stateless persons, including seven new accessions to the latter Convention.

56. UNRWA provides assistance, protection and advocacy for some 4.8 million registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic and the Occupied Palestinian Territory. Excellence in all areas of assistance to the poorest of the poor, including improving accuracy and speed in identifying and assisting the poorest and most vulnerable through the results of a comprehensive poverty survey, was a key priority for the Agency.

57. In Gaza, nearly 220,000 pupils attended 243 UNRWA schools, all of whom benefited from the school-feeding programme. In both 2010 and 2011, in order to promote the psychological and physical health of children and youth in Gaza, summer games were organized, providing a rare opportunity for around 200,000 children to play, make friends, learn and express themselves freely. Through 20 health-care centres throughout the Gaza Strip, UNRWA offered comprehensive primary health care to over 1.2 million Palestine refugees from birth through to active ageing. Around 700,000 refugees received food aid from UNRWA, while 3,420 families were assisted by the social safety net, including the provision of temporary cash assistance worth approximately $13.1 million.

58. During the 2010-2011 period, UNRWA developed a gender-based violence referral system, including a comprehensive and confidential gender-based violence information management system. UNRWA established 12 "one-stop centres" across the Gaza Strip where survivors of such violence may obtain clinical treatment, psychosocial support and legal aid in one location.

G. Public information

59. The Department of Public Information delivered effective and targeted information programmes aimed at encouraging support for the United Nations and its objectives. The Department led major system-wide communications campaigns

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[4] Figures for 2011 will be published in June 2012 as part of UNHCR's annual *Global Trends* report.

on key themes such as the Millennium Development Goals, development in Africa, climate change and the situation of the least developed countries, all of which generated extensive favourable media coverage about the United Nations.

60. The Department made strategic use of traditional and new media to improve global access to United Nations news and information: the United Nations YouTube channel registered over 4.5 million video views; use of the daily news and feature materials provided by the UNifeed distribution system increased threefold over the last biennium; the United Nations photostream on Flickr surpassed 1 million views by 2011; and the influential United Nations account on Twitter reached over 640,000 followers, ranking in the top percentile of all accounts worldwide.

61. The Department also strengthened partnerships and knowledge-sharing efforts to amplify and extend the reach of United Nations messages. The "UN4U" and global model United Nations programmes reached over 16,000 young people worldwide. New constituencies were nurtured, including through the United Nations Academic Impact programme, which drew over 800 institutions of higher education and research from more than 110 countries.

H. Common support services

62. The common support services of the United Nations formulate policies and procedures and provide strategic guidance, direction and support to all entities of the Secretariat in three broad management areas: finance and budget; human resources; and physical resources (support operations and services).

63. The organizational units reporting under this programme element include: the Office of the Under-Secretary-General for Management; the Office of the Capital Master Plan; the Office of Programme Planning, Budget and Accounts; the Office of Human Resources Management and the Office of Central Support Services. In addition, the United Nations Offices at Geneva, Vienna and Nairobi also report under this programme element, as they are responsible, inter alia, for the provision of administrative and other support services to the offices of the Secretariat and to the agencies, funds and programmes located at those duty stations. The Office of Information and Communications Technology also falls under this cluster of departments/offices. In summary, common support constitutes administrative support of the Organization, both from the perspective of policy issuance and services delivery.

64. In terms of policy formulation, the current period may be characterized as a human resources biennium, since the United Nations continued to implement the human resources management reforms approved by the General Assembly in its resolutions 63/250, 65/247 and 65/248. Such policies include the harmonization of conditions of service and the introduction of continuing contracts, as well as reforms in the areas of recruitment, mobility and career development.

65. With regard to the main results achieved by the individual offices reporting under this programme element, the Office of the Under-Secretary-General of the Department of Management continued its work to strengthen accountability and to stress the importance of results delivery. The Office launched a portal on the intranet, "Accountability A to Z", to strengthen the culture of accountability throughout the Secretariat. The portal provides practical guidance on accountability

in the workplace and it is being used as the cornerstone of a communications campaign on the subject Secretariat-wide. In addition, the Office continued to draw increased attention to oversight issues, which resulted in a positive trend in implementation rates of the findings and recommendations of the oversight bodies. It supported the work of the Management Committee in its functions related to the oversight bodies and the work of the Management Performance Board in preparing and assessing the senior managers' compacts. The Office also developed a comprehensive enterprise risk management and internal control policy for the Secretariat and initiated the implementation of enterprise risk management activities in two selected departments. The Management Evaluation Unit established its credibility through a consistent review of contested decisions. Approximately 45 per cent of staff members whose contested decisions were upheld by the Unit did not file cases with the United Nations Dispute Tribunal. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to their programmes of work, in a procedurally correct manner, and no representatives of Member States expressed dissatisfaction with the conduct of meetings. Finally, the Headquarters Committee on Contracts increased its efficiency in reviewing the contract awarding process.

66. The enterprise resource planning project, Umoja, in spite of problems encountered, continued with its transition from the design to the build phase. Its full deployment is now projected for the end of 2015. The capital master plan continued to make significant progress, including the completion of a new electrical vault, the structural reinforcement of the Conference Building and the finalization of the restacking plan for the occupancy of the Secretariat Building.

67. The Office of Programme Planning, Budget and Accounts continued to prepare for the implementation of the International Public Sector Accounting Standards (IPSAS). A core team developed the required accounting policies for IPSAS in close collaboration with relevant stakeholders and outlined an implementation plan, synchronizing it with the plan for the deployment of Umoja. The Office continued to address the complex and critical financial management issues faced by the United Nations in an effective manner, as reflected by the receipt of unqualified audit opinions of the Board of Auditors in both volumes I and II of the financial reports and audited financial statements on the reporting period. The Office continued its efforts to improve service delivery.

68. The Office of Human Resources Management was the pillar for the implementation of the human resources management reforms outlined above. In addition, the Office launched a new talent management framework, including the electronic support tool "Inspira", in 2010.[5] The full deployment, stabilization and enhancement of the system continued through 2011. The Office also rolled out the new human resources management scorecard to monitor compliance with a core set of management priorities, policies and procedures. The scorecards are fully incorporated into the senior managers' compacts. In December 2011, the first young professionals programme examination took place. Over 37,000 applications were received, and 5,500 candidates were invited to take the examination in four

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[5] Inspira is the technology platform that supports the policies and procedures under the talent management framework. This platform was designed to integrate and replace the different human resources systems previously existing in the Organization, including Galaxy, Nucleus and e-PAS.

disciplines (administration, public information, humanitarian affairs, and statistics). The Office continued its efforts to: streamline human resources services; develop an enhanced performance management and development system; provide training and support for career development; support staff in balancing their professional and personal lives; and ensure that its programmes are aligned with a more structured approach to mobility in order to meet the needs of the United Nations and develop an adaptable, dynamic and global workforce.

69. The Office of Central Support Services was able to improve its service despite an increased workload created by the capital master plan. Cost-effective travel services were provided through negotiations with 37 major airlines, and a 29 per cent cost reduction relative to the full cost of official travel was achieved. Archives and Records Management Services launched a records management campaign with the capital master plan to assist offices relocating from swing spaces to the main building in the biennium 2012-2013. The Procurement Division conducted 74 business seminars in developing countries or countries with economies in transition, successfully promoting opportunities for business with the Organization. In the area of business continuity, in June 2010, the Senior Emergency Policy Team endorsed the overall United Nations Headquarters business continuity plan and the policy for the organizational resilience management system. The Business Continuity Management Unit organized annual crisis management exercises and assisted several offices away from headquarters and some peacekeeping missions with their business continuity planning.

70. The United Nations Office at Geneva successfully implemented its programme of work related to the provision of programme support services: the feedback received from clients shows a 97 per cent overall satisfaction rate as compared to the 93 per cent target. Highlights of the biennium also include higher-than-anticipated savings due to cost-effective travel, visa and transportation services. Procurement services at the Office also show good results — by establishing a larger number of long-term contracts, procurement lead times have been reduced. As regards human resources management, improvements were recorded in the level of satisfaction for the services provided to entities, in particular in the areas of the working environment and health-care services. In the area of ICT, 17 service-level agreements were improved and/or concluded, many with the inclusion of higher value services, such as server virtualization or remote access. Finally, in the area of financial services, results demonstrated the success of efforts to ensure effective and efficient financial management.

71. The United Nations Office at Vienna continued to streamline selected work processes by introducing new procedures, such as online visa request processing, electronic mission approval/security clearance checks and the electronic processing of travel applications. The efforts towards a "paperless office" continued to show steady progress, demonstrating the Office's commitment to refining existing office automation solutions for its clients. Procurement functions were significantly strengthened through extensive visits to field offices and the provision of training on procurement requests to requisitioners. All staff working in the financial field in the Vienna Office completed training in International Public Sector Accounting Standards (IPSAS) and attended information sessions on Umoja to facilitate the major changes expected from those initiatives in the upcoming biennium. Finally, it is important to remark that UNODC at the United Nations Office at Vienna

exceeded the targeted mobility index through the successful encouragement, provision and implementation of mobility opportunities across the Organization.

72. The United Nations Office at Nairobi continued its efforts to improve the services provided to its clients by developing and deploying several new applications, including myIMIS (a self-help tool to access IMIS information via the web), the financial monitoring tool (a projects-orientated financial reporting tool) and the overhauled posts management tool. Several processes were also automated, including the special post allowance, travel claim, classification and education grant/advance requests and the establishment within the Human Resources Management Section of a one-stop follow-up hotline e-mail address for its clients. The Office also increased its use of virtual servers, leveraging open source solutions as well as commercial products, which led to more efficient use of resources and a reduction of energy requirements. The new office facility construction project was completed on time and within budget, showcasing many environmental features. The project increased the office space by 60 per cent, providing room for the location of additional United Nations agencies on the premises. The Office was also actively involved in providing support to United Nations staff members who survived the Haiti earthquake, and UN Cares Kenya featured among case studies of best practices by the Joint United Nations Programme on HIV/AIDS (UNAIDS).

73. The Office of Information and Communications Technology established a number of Organization-wide ICT management processes and standards, including the project management framework and investment evaluation methods. The Office also made progress in a number of areas, laying the groundwork for the accomplishment of the ICT strategy, including the development of a long-term vision and management priorities in the areas of knowledge management, resource management and infrastructure management. The overall satisfaction with delivery of outputs and services, as measured in the annual user survey, has held constant over the three past years, staying close to 70 per cent. The Office was substantively and actively engaged in various inter-agency groups to achieve greater harmonization on ICT across the organizations of the United Nations system.

I. Internal oversight

74. The Office of Internal Oversight Services (OIOS) continued to promote the responsible administration of resources, better programme performance and a culture of accountability and transparency through recommendations from its audit, inspection, evaluation and investigation assignments. The Office achieved a high level of delivery against expected accomplishments. In 2011, OIOS initiated a comprehensive change management programme to address a number of issues and challenges to meeting the current and future needs of the United Nations. OIOS continues to refine its risk-based planning and reporting methodology to ensure that the oversight results contribute to efficiency, effectiveness and accountability of United Nations operations. OIOS made substantial progress in resolving its long-standing vacancy issues, including at the level of senior leadership, through the implementation of measures to attract and develop a diverse workforce with the necessary skills to meet the current and future needs of the Organization.

J. Safety and security

75. During the biennium, the Department of Safety and Security publicized and sought acceptance for a new vision for the Department: "Security must enable the United Nations to accomplish its various missions". The Department continued to advance the strategic vision of a modern, professional security management system in order to ensure that, in its work, the United Nations provides for the safety, security and well-being of its personnel and the security of its premises and assets. A reinvigorated Inter-Agency Security Management Network supported that vision, and the Department has been highly successful in incorporating the vision into its core values and those of United Nations security entities worldwide. The Department was able to enhance threat analysis capabilities both at Headquarters and in the most dangerous field locations by building crucial capacity to better understand threats, develop countermeasures and mitigation methodologies and to keep the United Nations operating in highly insecure environments. In addition, management capabilities, policies and training have been improved and, working with the Inter-Agency Security Management Network, the Department has ensured that its resources are spent wisely, with accountability, on measures that truly enhance security in the field.

76. The security phase system, which was abolished as of 1 January 2010, has been replaced by a strengthened component, the security level system. The new system supported a security risk analysis approach, which is an entirely new way to capture, catalogue and measure threats, allowing for transparent, repeatable and measurable results across the United Nations security management system. The development of the system, which is to be shared with the security services of Member States, is expected to maximize coordination and cooperation with the security responsibilities of host Governments in the field.

III. Delivery of outputs and resource utilization

77. As mandated by the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8, rule 106.1 (a) (ii)), the delivery of final outputs should be determined in comparison with the commitments set out in the programme narratives of the approved programme budget and reported to the General Assembly through the Committee for Programme and Coordination. Outputs are defined as final products or services delivered by a programme to end-users in order to fulfil accomplishments and objectives. Implementation reporting covers "quantifiable" outputs comprising six categories: (a) substantive servicing of meetings; (b) parliamentary documentation; (c) expert groups, rapporteurs and depository services; (d) recurrent publications; (e) non-recurrent publications; and (f) other substantive activities (such as exhibits, booklets, special events, technical material, fact-finding and special missions and the promotion of legal instruments).

78. The hallmark of "quantifiable" outputs is that they must be clearly described and quantified in the programme budget and their implementation unambiguously monitored. Other activities comprise "non-quantifiable" outputs, in that their numbers are not consistently defined in the programme budget because, for various reasons, they can neither be planned nor predicted precisely, for example, they may be subject to a Government request or they may represent the provision of services

the scope of which is uncertain. Such outputs are reflected in the programme budget in a descriptive manner, with no identification of specific products or their quantity. It is not possible, therefore, to report on their implementation rates, although they represent a significant part of the Secretariat's work and resources. Examples of such outputs include advisory services, training courses, field projects, conference services and administration. Such non-quantifiable outputs are not reflected in the section on implementation reporting below, but they are factored into the analysis of resource utilization and technical cooperation delivery (as reported in sect. III.F below), as well as in the reporting on the implementation of expected accomplishments.

79. The inventory of programmed outputs is based on the programme of work narratives of the relevant subprogrammes in the proposed programme budget for the biennium 2010-2011 as approved by the General Assembly in its resolutions 64/244 A to C. The 2010-2011 budget contained 28,200 planned and quantifiable outputs. In addition, 652 quantifiable outputs were carried over from the 2008-2009 biennium; 1,737 outputs were added by legislative decisions; and 1,712 outputs were added and implemented at the initiative of the Secretariat, resulting in a total of 32,301 quantifiable outputs to be implemented by the Secretariat. The rate of implementation of those outputs is shown in table 1 (those budget sections that have only non-quantifiable outputs are not shown in the table).

A. Implementation rates

80. The output implementation rate has been calculated in three different ways. The first calculation (I_M) shows the percentage of all mandated outputs (those initially programmed, plus those carried over, plus those added by legislation) that were implemented. It is the rate of implementation of mandated outputs only and does not include outputs implemented at the initiative of the Secretariat. The second calculation (I_T) shows the implementation rate of the total of all outputs, being the sum of mandated outputs and those added by the Secretariat. It is the rate of implementation of total outputs and includes mandated outputs as well as those implemented at the initiative of the Secretariat. Finally, the third formula ($I_{T/P}$) is the ratio of all implemented outputs (programmed, carried over, reformulated and added by legislation and by the Secretariat) to the outputs initially programmed in the 2010-2011 budget, expressed as a percentage. The last calculation shows how much was delivered by a particular programme compared with what was programmed at the outset of the biennium. The reasoning behind the calculation of $I_{T/P}$ is that while budgetary resources were provided to deliver the outputs programmed, developments during the biennium may have resulted in additions to the workload that had to be implemented within available resources. This implementation rate, therefore, reflects the volume of work carried out by the different United Nations entities. The data in the "number of outputs" column in table 1 shows the sum of quantifiable outputs that were initially programmed, carried over and added by either legislation or the Secretariat.

Table 1
Implementation rates[a]

Budget section		Number of outputs[c]	Implementation rates (percentage)[b]		
			I_M	I_T	$I_{T/P}$
2.	General Assembly and Economic and Social Council affairs and conference management	1 895	90	90	91
3.	Political affairs	1 455	82	85	111
4.	Disarmament	1 869	70	72	81
5.	Peacekeeping operations	335	100	100	129
6.	Peaceful uses of outer space	397	99	99	122
8.	Legal affairs	2 028	82	83	102
9.	Economic and social affairs	2 784	95	95	101
10.	Least developed countries, landlocked developing countries and small island developing States	174	100	100	110
11.	United Nations support for the New Partnership for Africa's Development	161	97	98	124
12.	Trade and development	1 531	92	94	131
13.	International Trade Centre UNCTAD/WTO	611	95	95	99
14.	Environment	294	90	91	107
15.	Human settlements	684	87	87	97
16.	International drug control, crime and terrorism prevention and criminal justice	1 213	86	86	100
17.	Economic and social development in Africa	417	98	98	107
18.	Economic and social development in Asia and the Pacific	479	92	92	95
19.	Economic development in Europe	3 213	93	93	106
20.	Economic and social development in Latin America and the Caribbean	577	96	96	109
21.	Economic and social development in Western Asia	396	96	96	112
23.	Human rights	7 694	91	91	108
24.	International protection, durable solutions and assistance to refugees	135	99	99	99
26.	Humanitarian assistance	604	100	100	100
27.	Public information	219	94	94	94
28A.	Office of the Under-Secretary-General for Management	957	100	100	117
28B.	Office of Programme Planning, Budget and Accounts	1 455	92	92	93
28C.	Office of Human Resources Management	377	83	83	107
28G.	Administration, Nairobi	3	100	100	100
29.	Office of Information and Communications Technology	3	100	100	100
30.	Internal oversight	113	88	88	93

Budget section	*Number of outputs*[c]	*Implementation rates (percentage)*[b]		
		I_M	*I_T*	*$I_{T/P}$*
34. Safety and security	109	75	75	75
37. UN-Women	119	77	77	84
Total	**32 301**	**90**	**90**	**103**

[a] Quantifiable outputs only.

[b] I_M — implementation rate of all mandated outputs (programmed plus carried over plus added by legislation) [(implemented + reformulated) - (additional outputs initiated by secretariat) / (programmed + carried over + added by legislation)]

I_T — implementation rate of all mandated outputs plus additional outputs initiated by programme managers [(implemented + reformulated) / (programmed + carried over + added by legislation + additional outputs initiated by secretariat)]

$I_{T/P}$ — ratio of all implemented outputs to outputs programmed in 2010-2011 budget (i.e. those for which resources were approved) [(implemented + reformulated) / programmed]

[c] Includes all outputs (mandated plus discretionary) implemented.

81. Overall, programmes achieved an implementation rate of 90 per cent for mandated outputs (I_M) in the 2010-2011 biennium, which is one percentage point higher than in 2008-2009. The total implementation rate (I_T) for the same period was 90 per cent, the same as in the previous biennium. Of the 31 budget sections and subsections listed in table 1, 22 achieved an implementation rate of 90 per cent or higher for the mandated outputs, compared to 18 in the previous biennium, and 6 had implementation rates between 80 and 89 per cent compared to 10 in the previous biennium. Only three budget sections had implementation rates for mandated outputs lower than 80 per cent, namely, Disarmament (70 per cent), Safety and security (75 per cent) and UN-Women (77 per cent).

82. As noted, section 4, Disarmament, had an implementation rate noticeably below the average, 70 per cent. This is explained by the large number of outputs terminated by the Office for Disarmament Affairs. A total of 480 outputs were terminated, accounting for 28 per cent of its programmed quantifiable outputs. The termination of the outputs was mainly the result of a lack of agreement among the member States of the Conference on Disarmament. The absence of agreement on the adoption of a programme of work, and on the resumption of the substantive work of the Conference, including negotiations, resulted in the termination of many planned outputs. In addition, a shortage of extrabudgetary funding contributed to the termination of outputs under the programme.

83. Section 34, Safety and security, had an implementation rate of 75 per cent, which was an improvement compared to the implementation rate of 71 per cent in the previous biennium. The low implementation rate in this case is attributed to the termination of 26 quantifiable outputs, 24 per cent of the programmed quantifiable outputs of the Department, during the biennium. Over 77 per cent of the outputs were terminated because legislative bodies required less substantive servicing for meetings. The remaining 23 per cent were terminated because of the security situation on the ground during the implementation of fact-finding missions.

84. The 77 per cent implementation rate for UN-Women was low owing to the postponement and termination of 27 out of its 119 outputs owing to the time needed

to reorganize the work and the resources of the entities that were consolidated into the new entity. UN-Women came into existence as the United Nations Entity for Gender Equality and the Empowerment of Women on 1 January 2011 as a result of the decision of the General Assembly in its resolution 64/289. The resolution required the consolidation and transfer to UN-Women of the existing mandates and functions of the Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women of the Secretariat along with that of other entities of the United Nations common system. In addition, UN-Women reported some of its outputs as postponed because there is a different reporting cycle at its field offices and data from those offices could not be reconciled within the short time frame.

85. As explained above, the indicator ($I_{T/P}$) is the ratio of all implemented outputs to the outputs initially programmed. It reflects the resourcefulness and ability of departments and offices to cope with unforeseen circumstances, as well as difficulties and uncertainties in attempting to plan output delivery with a reliable degree of precision two to three years in advance. Emerging issues and changing priorities may require departments or offices to respond by delivering additional outputs. The Secretariat-wide average implementation rate ($I_{T/P}$) was 103 per cent, with 14 budget sections at or above that level and 17 below it. This indicates the continuous ability and flexibility of programme managers to consistently respond to unexpected programmatic demands and support the achievement of higher programme delivery results.

86. During the 2010-2011 biennium, out of the total programmed outputs, 28,921 outputs were completed as programmed and 291 outputs were completed after reformulation[6] (both are considered as implemented); a total of 451 outputs were postponed to the next biennium, and 2,638 outputs were terminated. Postponements and terminations of outputs occurred either by legislative decision or at the discretion of programme managers (in accordance with rule 106.2 (b) of the Regulations and Rules Governing Programme Planning).

B. Additional outputs

87. In the course of the biennium, the 3,449 outputs added to the programme of work, either by intergovernmental bodies or by the Secretariat, were implemented. In relation to the total planned outputs, the level of such additions was lower in comparison to the previous bienniums. For 2010-2011, total additions were 12 per cent of programmed outputs, against 18 per cent in 2008-2009 and 16 per cent in 2006-2007. The data for additional outputs, by budget section, are presented in table 2.

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[6] An output is considered to be reformulated when its description, as cited in the programme budget, has been modified but it continues to address the subject matter of the originally programmed output.

Table 2
Additional outputs

			Reason for addition			
			Secretariat			
Budget section	*Total added*	*Legislation*	*Total*	*Programmatic*	*Availability of extrabudgetary funds*	*Additional outputs (percentage)*[a]
2. General Assembly and Economic and Social Council affairs and conference management	11	—	11	11	—	—
3. Political affairs	258	1	257	238	19	22
4. Disarmament	176	15	161	102	59	10
5. Peacekeeping operations	76	70	6	—	6	29
6. Peaceful uses of outer space	71	—	71	71	—	22
8. Legal affairs	247	163	84	84	—	14
9. Economic and social affairs	74	60	14	13	1	3
10. Least developed countries, landlocked developing countries and small island developing States	13	—	13	7	6	8
11. United Nations support for the New Partnership for Africa's Development	30	5	25	24	1	23
12. Trade and development	394	39	355	303	52	35
13. International Trade Centre (UNCTAD/WTO)	11	—	11	11	—	2
14. Environment	37	23	14	14	—	14
15. Human settlements	31	2	29	26	3	5
16. International drug control, crime and terrorism prevention and criminal justice	128	77	51	45	6	12
17. Economic and social development in Africa	14	7	7	5	2	3
18. Economic and social development in Asia and the Pacific	8	3	5	5	—	2
19. Economic development in Europe	317	154	163	163	—	11
20. Economic and social development in Latin America and the Caribbean	54	—	54	34	20	10
21. Economic and social development in Western Asia	40	11	29	28	1	11
23. Human rights	1 204	857	347	347	—	19
24. International protection, durable solutions and assistance to refugees	1	—	1	1	—	—
26. Humanitarian assistance	1	—	1	1	—	—
27. Public information	1	—	1	1	—	—

		Reason for addition				
			Secretariat			
Budget section	*Total added*	*Legislation*	*Total*	*Programmatic*	*Availability of extrabudgetary funds*	*Additional outpu (percentag*
28A. Office of the Under-Secretary-General for Management	141	141	—	—	—	1
28B. Office of Programme Planning, Budget and Accounts	15	15	—	—	—	
28C. Office of Human Resources Management	83	81	2	2	—	2
30. Internal oversight	3	3	—	—	—	
37. UN-Women	10	10	—	—	—	
Total	**3 449**	**1 737**	**1 712**	**1 536**	**176**	**1**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

Reasons for additional outputs

88. An output is added either because it is required by a legislative decision taken subsequent to the approval of the programme budget or at the initiative of the Secretariat. During the 2010-2011 biennium, 50 per cent of the total additions were required by intergovernmental bodies. The remaining 50 per cent were initiated by the Secretariat: 10 per cent were explained by the availability of extrabudgetary funds for the programmes; and 40 per cent of the additions were made at the initiative of the Secretariat as a result of unique circumstances. For example, in the context of the global crisis, UNCTAD research and analysis proved relevant for its stakeholders and brought an increased demand for its publications and meetings. Added to this were requests for its technical assistance from bodies such as the Group of 20. The implementation of UNCTAD's communications strategy following its adoption by the Trade and Development Board also led to increased outreach activities and outputs. Similarly, ECE reported that its additional outputs related to the creation of new intergovernmental bodies, which called for new initiatives and activities, including documents, meetings and outcomes (for example, ministerial declarations, decisions, recommendations and road maps) as well as publications and amendments to legal instruments. These two programmes are cited as examples. All additional outputs are recorded with the reasons for their addition and the data is available online.

C. Postponed outputs

89. An output is considered to have been postponed if, irrespective of its stage of completion, it was not delivered to primary users by the end of the biennium. Of the 32,301 total quantifiable outputs, 451, or 1.4 per cent, were postponed. Compared with 2 per cent postponement rate in the previous two bienniums (2008-2009 and 2006-2007) the postponement rate in the current biennium was reduced. The main reasons for the postponement of outputs by budget section are provided in table 3.

Table 3
Postponed outputs

Budget section		Total postponed	Reason for postponements					Postponements (percentage)[a]
			Legislation	Programmatic	Regular budget vacancy	Extrabudgetary vacancy	Extrabudgetary shortage	
3.	Political affairs	24	—	24	—	—	—	2
4.	Disarmament	34	6	26	—	—	2	2
8.	Legal affairs	22	—	22	—	—	—	1
9.	Economic and social affairs	45	5	31	8	1	—	2
11.	United Nations support for the New Partnership for Africa's Development	4	—	4	—	—	—	3
12.	Trade and development	51	2	41	2	1	5	4
13.	International Trade Centre UNCTAD/WTO	20	—	20	—	—	—	3
14.	Environment	8	—	5	—	—	3	3
15.	Human settlements	42	—	13	—	—	29	6
16.	International drug control, crime and terrorism prevention and criminal justice	15	1	14	—	—	—	1
17.	Economic and social development in Africa	6	—	5	—	—	1	1
18.	Economic and social development in Asia and the Pacific	19	—	17	2	—	—	4
19.	Economic development in Europe	70	7	58	1	—	4	2
20.	Economic and social development in Latin America and the Caribbean	14	—	12	1	—	1	3
21.	Economic and social development in Western Asia	4	—	4	—	—	—	1
23.	Human rights	52	22	30	—	—	—	—
27.	Public information	2	—	2	—	—	—	—
28C.	Office of Human Resources Management	2	—	2	—	—	—	—
34.	Safety and security	1	—	1	—	—	—	—
37.	UN-Women	16	—	16	—	—	—	15
	Total	**451**	**43**	**347**	**14**	**2**	**45**	**1.4**

[a] As a percentage of total programmed and quantifiable outputs carried forward.

Reasons for postponed outputs

90. The postponed outputs mostly concerned recurrent publications (20 per cent) and non-recurrent publications (33 per cent), which jointly accounted for 53 per cent of the postponed outputs. These publications could not be completed before the end of biennium but will be ready for dissemination in the biennium 2012-2013. A shortage of extrabudgetary resources accounted for another 10 per cent of the postponements. Another 15 per cent of the postponements are explained by postponed parliamentary documents. A total of 69 parliamentary documents were planned but postponed to the next biennium because they were prepared towards the end of the biennium and their final publication was delayed until the beginning of the next reporting cycle. The remaining 22 per cent of the postponements took place because of programmatic decisions such as expert group meetings being delayed to the next reporting period, contributions to joint outputs being delayed owing to factors affecting other United Nations agencies and delays in organizing seminars and technical materials. All postponed outputs are recorded with the reasons for postponement and the data is available online.

D. Terminated outputs

91. When an output is not implemented or completed during the biennium, it is reported as terminated. Of the 32,301 total outputs, 2,638, or about 9 per cent, were terminated compared to 2,773, or 10 per cent, in 2008-2009 and 2,610, or 8 per cent, in 2006-2007. The main reasons for terminations are provided in table 4.

Table 4
Terminated outputs

Budget section	*Total terminated*	*Reason for terminations*					*Terminated outputs (percentage)*[a]
		Legislation	*Programmatic*	*Regular budget vacancy*	*Extrabudgetary vacancy*	*Extrabudgetary shortage*	
2. General Assembly and Economic and Social Council affairs and conference management	182	178	4	—	—	—	10
3. Political affairs	190	161	29	—	—	—	16
4. Disarmament	480	411	58	—	—	11	28
5. Peacekeeping operations	1	—	1	—	—	—	—
6. Peaceful uses of outer space	2	—	2	—	—	—	—
8. Legal affairs	327	261	66	—	—	—	18
9. Economic and social affairs	102	51	44	6	1	—	4
12. Trade and development	47	1	32	2	—	12	4
13. International Trade Centre UNCTAD/WTO	13	2	11	—	—	—	2
14. Environment	19	—	12	—	—	7	7
15. Human settlements	44	—	9	—	—	35	7

Budget section	*Total terminated*	*Reason for terminations*					*Terminated outputs (percentage)*[a]
		Legislation	*Programmatic*	*Regular budget vacancy*	*Extrabudgetary vacancy*	*Extrabudgetary shortage*	
16. International drug control, crime and terrorism prevention and criminal justice	148	109	32	—	—	7	14
17. Economic and social development in Africa	4	—	1	—	—	3	—
18. Economic and social development in Asia and the Pacific	19	2	16	1	—	—	4
19. Economic development in Europe	144	67	64	1	—	12	5
20. Economic and social development in Latin America and the Caribbean	7	—	6	—	—	1	1
21. Economic and social development in Western Asia	12	4	8	—	—	—	3
23. Human rights	649	317	329	1	—	2	10
24. International protection, durable solutions and assistance to refugees	2	—	2	—	—	—	1
26. Humanitarian assistance	3	—	3	—	—	—	—
27. Public information	12	—	12	—	—	—	6
28A. Office of the Under-Secretary-General for Management	1	—	1	—	—	—	—
28B. Office of Programme Planning, Budget and Accounts	119	111	8	—	—	—	8
28C. Office of Human Resources Management	61	59	2	—	—	—	21
30. Internal oversight	13	1	12	—	—	—	12
34. Safety and security	26	15	11	—	—	—	24
37. UN-Women	11	3	8	—	—	—	10
Total	**2 638**	**1 753**	**783**	**11**	**1**	**90**	**9**

[a] As percentage of total programmed and quantifiable outputs carried forward.

Reasons for terminated outputs

92. Legislative decisions accounted for more than 66 per cent of the terminated outputs. The terminations resulted from fewer requests for the substantive servicing of meetings and for documents by legislative bodies. The discretionary termination of outputs made by programmes accounted for over 30 per cent of the total. A shortage of extrabudgetary funds accounted for 3 per cent of terminated outputs and less than 1 per cent of terminated outputs were due to vacancies in the Secretariat.

Reasons for discretionary terminations included the cancellation of expert group meetings, the availability of publications and technical materials through website updates and the cancellation of inter-agency meetings and related documentation requirements. All terminated outputs are recorded with the reasons for termination, and the data is available online.

E. Outputs carried over

93. Table 5 shows the status of implementation of 625 outputs that were programmed in 2008-2009 but postponed for implementation in 2010-2011. Of those 625 outputs, 66 per cent (415) were implemented, 11 per cent (65) were again postponed and 23 per cent (145) were terminated.

Table 5
Status of outputs carried over

			Status of implementation		
Budget section		*Carried forward from 2008-2009*	*Implemented*	*Postponed to 2012-2013*	*Termin*
2.	General Assembly and Economic and Social Council affairs and conference management	3	3	—	
3.	Political affairs	74	29	6	
4.	Disarmament	19	11	3	
6.	Peaceful uses of outer space	2	1	—	
8.	Legal affairs	141	104	11	
9.	Economic and social affairs	98	60	11	
10.	Least developed countries, landlocked developing countries and small island developing States	3	3	—	
11.	United Nations support for the New Partnership for Africa's Development	4	2	2	
12.	Trade and development	47	35	5	
13.	International Trade Centre UNCTAD/WTO	16	11	3	
14.	Environment	8	6	—	
15.	Human settlements	35	29	5	
16.	International drug control, crime and terrorism prevention and criminal justice	31	23	4	
17.	Economic and social development in Africa	24	22	1	
18.	Economic and social development in Asia and the Pacific	6	5	—	
19.	Economic development in Europe	59	40	10	
20.	Economic and social development in Latin America and the Caribbean	13	12	1	
21.	Economic and social development in Western Asia	16	13	1	
23.	Human rights	19	2	2	
26.	Humanitarian assistance	1	1	—	
27.	Public information	1	1	—	

Budget section	Carried forward from 2008-2009	Status of implementation Implemented	Postponed to 2012-2013	Terminated
28B. Office of Programme Planning, Budget and Accounts	1	1	—	—
28C. Office of Human Resources Management	2	—	—	2
29. Internal oversight	2	1	—	1
Total	**625**	**415**	**65**	**145**

F. Technical cooperation delivery

94. A total of 9,174 technical cooperation outputs were delivered by the Secretariat. In the output structure of the budget process, technical cooperation outputs comprise four categories: (a) advisory services; (b) training courses, seminars and workshops; (c) fellowships and grants; and (d) field projects. These are considered non-quantifiable outputs since their number could not be established precisely at the beginning of the biennium as they are delivered at the request of Governments or as and when funding becomes available. Since it was not possible to establish a base number to compare the actual implementation, it is not possible to calculate the implementation rates. The estimated number of technical cooperation outputs implemented is provided in table 6.

Table 6
Summary of technical cooperation outputs delivered in 2010-2011

Budget section	Total outputs	Advisory services Number of services	Number of missions	Training Number of courses	Number of participants	Projects completed	Fellowships and grants Number awarded	Number of recipients
2. General Assembly and Economic and Social Council affairs and conference management	1	—	—	—	—	—	—	—
3. Political affairs	58	—	—	10	238	—	—	—
4. Disarmament	36	—	—	28	1 083	2	—	—
5. Peacekeeping operations	36	—	—	28	1 083	2	—	—
6. Peaceful uses of outer space	48	25	16	24	2 136	—	10	10
8. Legal affairs	715	679	48	27	1 298	—	22	22
9. Economic and social affairs	202	65	96	48	3 306	66	20	152
11. United Nations support for the New Partnership for Africa's Development	13	10	10	3	73	—	—	—
12. Trade and development	941	312	324	399	21 371	201	14	20
13. International Trade Centre UNCTAD/WTO	3 720	2 844	2 844	650	18 433	190	—	—
14. Environment	312	208	391	78	2 912	40	—	—
15. Human settlements	670	398	396	93	5 657	169	—	—

Budget section	Total outputs	Advisory services Number of services	Number of missions	Training Number of courses	Number of participants	Projects completed	Fellowships and grant Number awarded	Number recipie
16. International drug control, crime and terrorism prevention and criminal justice	259	129	175	88	3 124	34	—	
17. Economic and social development in Africa	216	56	56	103	3 942	38	28	
18. Economic and social development in Asia and the Pacific	121	—	—	58	7 537	52	—	—
19. Economic development in Europe	216	64	69	131	7 734	18	—	—
20. Economic and social development in Latin America and the Caribbean	166	53	437	78	3 011	30	—	—
21. Economic and social development in Western Asia	51	1	2	12	305	30	—	—
23. Human rights	527	95	96	122	5 810	40	40	1
24. International protection, durable solutions and assistance to refugees	24	2	2	20	1 943	2	—	—
25. Palestine refugees	50	—	—	—	—	50	—	—
26. Humanitarian assistance	64	13	9	76	5 031	5	—	—
27. Public information	10	3	2	269	5 426	—	—	—
28A. Office of the Under-Secretary-General for Management	74	—	—	74	1 279	—	—	—
28B. Office of Programme Planning, Budget and Accounts	54	1	—	48	637	—	—	—
28C. Office of Human Resources Management	8	—	—	8	161	—	—	—
28D. Office of Central Support Services	60	—	—	58	3 224	—	—	—
34. Safety and security	545	—	—	562	13 797	—	—	—
37. UN-Women	10	5	17	—	—	—	—	—
Subtotal (missions, participants and recipients)			**4 990**		**119 468**			**33**
Total	**9 174**	**4 963**		**3 067**		**970**	**134**	

95. In addition, 1,809 outputs were delivered under the conference services, administration and oversight category, which includes services and outputs related to overall administration and management, central support services, documentation and publication services and planning, budgeting and accounts, including oversight activities and conference services.

G. Resource utilization

96. Since it was not possible to incorporate financial performance information into the programme performance report, a proxy measure for resource utilization (Professional staff work-months) was used to provide an estimate of resources

utilized during the biennium to deliver the outputs and achieve the expected results. Professional work-months are deemed to be a reasonably meaningful indicator because Professional staff work-months are one of the main components of resource use.

97. As in the previous biennium, a significant percentage of work-months were reported under section 25, Palestine refugees. UNRWA delivers services to approximately 4.8 million refugees and employs 208 international and approximately 30,000 local staff. As noted, this is a special case, both in substance, since its entire work directly benefits Palestine refugees, and in scale, since its size far exceeds that of all other Secretariat programmes. A total of 563,022 work-months, or 81 per cent of the total 692,713 work-months reported by the Secretariat, were used by UNRWA in delivering its programme of work. Therefore, section 25 is not included in the aggregate analysis but is accounted for separately since its magnitude skews the results of work-month reporting. The tables and the discussion below cover all programmes except "Palestine refugees".

98. A total of 129,691 work-months (including consultant work-months) were utilized by the Organization to deliver the 2010-2011 outputs and achieve the envisaged results. A total of 95,191 work-months (73 per cent) were funded through the regular budget, while 34,500 work-months (27 per cent) were financed using extrabudgetary resources. Of the regular budget work-months, 95 per cent were attributed to work carried out by Professional staff and 5 per cent by consultants. In the case of extrabudgetary resources, 83 per cent of such resources were used for Professional staff and 17 per cent for consultants. Altogether, Professional staff accounted for 92 per cent of the total work-months and only 8 per cent was provided by consultants. The use of consultant work-months has declined from the previous biennium when it was 11 per cent.

99. Table 7 presents the total number of work-months utilized by budget sections, excluding Palestine refugees, along with the percentage of work-months utilized to produce quantifiable outputs.

Table 7
Work-months[a]

		Regular		*Extrabudgetary*			
Section		*Professional*	*Consultant*	*Professional*	*Consultant*	*Grand total*	*Q*[b]
2.	General Assembly and Economic and Social Council affairs and conference management	26 376	43	484	185	27 089	3
3.	Political affairs	3 326	14	682	23	4 045	99
4.	Disarmament	400	12	224	4	639	96
5.	Peacekeeping operations	2 193	—	5 303	15	7 511	57
6.	Peaceful uses of outer space	416	—	122	—	537	54
8.	Legal affairs	2 024	1	578	—	2 603	63
9.	Economic and social affairs	5 495	246	265	48	6 053	89
10.	Least developed countries, landlocked developing countries and small island developing States	250	5	—	—	255	100
11.	United Nations support for the New Partnership for Africa's Development	421	17	8	8	454	97

Section	Regular		Extrabudgetary			
	Professional	*Consultant*	*Professional*	*Consultant*	*Grand total*	*Q*[a]
12. Trade and development	3 509	154	1 319	1 024	6 005	50
13. International Trade Centre (UNCTAD/WTO)	4 056	0	268	249	4 573	24
14. Environment	471	36	1 702	887	3 097	49
15. Human settlements	654	191	588	361	1 795	58
16. International drug control, crime and terrorism prevention and criminal justice	4 742	65	1 411	122	6 340	82
17. Economic and social development in Africa	1 551	176	224	275	2 226	74
18. Economic and social development in Asia and the Pacific	1 853	133	257	463	2 707	54
19. Economic development in Europe	2 242	29	395	123	2 788	82
20. Economic and social development in Latin America and the Caribbean	2 854	116	310	536	3 816	61
21. Economic and social development in Western Asia	1 103	94	34	28	1 259	77
23. Human rights	5 193	262	3 510	491	9 456	68
24. International protection, durable solutions and assistance to refugees	1 103	94	34	28	1 259	77
26. Humanitarian assistance	5 193	262	3 510	491	9 456	68
27. Public information	6 544	34	208	26	6 811	99
28A. Office of the Under-Secretary-General for Management	352	—	83	—	434	31
28B. Office of Programme Planning, Budget and Accounts	1 166	—	2 149	—	3 315	37
28C. Office of Human Resources Management	1 273	704	807	181	2 965	8
28D. Office of Central Support Services	697	60	1 003	1	1 761	—
28E. Administration, Geneva	1 147	—	744	2	1 893	—
28F. Administration, Vienna	480	336	192	336	1 344	—
28G. Administration, Nairobi	571	—	18	—	589	4
29. Office of Information and Communications Technology	2 055	1 953	—	—	4 008	3
30. Internal oversight	2 437	26	664	17	3 144	5
34. Safety and security	3 103	33	393	—	3 530	8
37. UN-Women	139	1	11	4	155	92
Total	**90 395**	**4 796**	**28 371**	**5 769**	**129 691**	**43**

[a] Q represents the percentage of work-months devoted to quantifiable outputs.

[b] Excluding section 25.

100. The break-up of work-months funded under regular budget and extrabudgetary sources is being provided separately for UNRWA. In the case of UNRWA, 48,992 work-months (9 per cent) were funded through the regular budget, while 514,030 work-months (91 per cent) were financed using extrabudgetary resources. Professional staff accounted for all the work-months utilized by UNRWA and no consultant work-months were used.

101. It is worth noting that out of the total 129,691 work-months, 18 per cent (22,886 work-months) were utilized in the production of the servicing of

intergovernmental outputs and 26 per cent (33,366 work-months) were used to complete the outputs of the other substantive activities category. A total of 44 per cent of work-months were devoted to the production of quantifiable outputs. It should be recalled that quantifiable outputs are those comprised under the first two major output categories (six subcategories) of table 8. In addition, 56 per cent of the total number of work-months were used to deliver technical cooperation outputs and conference services. Table 8 provides the distribution of work-months by major categories of activity for the biennium 2010-2011.

Table 8

Distribution of Professional work-months utilized by categories of outputs for the biennium 2010-2011 (Excluding section 25, Palestine refugees)

Output category	*Regular budget*	*Percentage*	*Extrabudgetary*	*Percentage*	*Grand total*	*Percentage*
Servicing of intergovernmental and expert bodies	**18 263**	**19**	**4 623**	**13**	**22 886**	**18**
Substantive servicing of meetings	7 990	8	1 410	4	9 400	7
Parliamentary documentation	7 615	8	2 318	7	9 934	8
Expert groups, rapporteurs, depository services	2 658	3	894	3	3 553	3
Other substantive activities	**24 959**	**26**	**8 406**	**24**	**33 366**	**26**
Recurrent publications	5 072	5	559	2	5 631	4
Non-recurrent publications	2 967	3	1 264	4	4 231	3
Other substantive activities	16 920	18	6 584	19	23 504	18
Technical cooperation	**10 686**	**11**	**11 672**	**34**	**22 358**	**17**
Advisory services	3 706	4	3 039	9	6 744	5
Training courses, seminars and workshops	3 414	4	3 265	9	6 679	5
Fellowships and grants	62	—	41	—	102	—
Field projects	3 505	4	5 328	15	8 833	7
Conference services, administration, oversight	**41 282**	**43**	**9 799**	**28**	**51 081**	**39**
Conference services, administration, oversight	41 282	43	9 799	28	51 081	39
Total	**95 191**	**100**	**34 500**	**100**	**129 691**	**100**

H. Gender mainstreaming

102. As in the previous biennium, the instructions for the preparation of the programme budget 2010-2011, as called for by the General Assembly in its resolution 56/132, requested programmes to make certain that awareness of gender perspectives is translated into actual activities at the operational level. Consequently, programme managers were to give visible attention to gender dimensions in the formulation of expected accomplishments and indicators of achievement as part of their work programmes.

103. The establishment of UN-Women during the 2010-2011 biennium brought a gender perspective to high-level forums considering vital issues such as sustainable globalization, climate change and disaster risk reduction. UN-Women also contributed gender-specific language to the draft outcome document for the United Nations Conference on Sustainable Development and used the annual and

intersessional meetings of the Inter-Agency Network on Women and Gender Equality to advocate and promote system-wide gender mainstreaming. At the country level, UN-Women supported the work of national partners and United Nations country teams through the provision of technical expertise, including on gender mainstreaming, in approximately 78 countries. The entity has supported efforts to: advance gender equality in democratic governance, public management and post-conflict reconstruction; reduce violence against women and girls; reduce feminized poverty; and help address the gender dimensions of HIV/AIDS. In response to the 2006 request of the United Nations System Chief Executives Board for Coordination (CEB) that the gender mainstreaming strategy contained in the agreed conclusions 1997/2 of the Economic and Social Council be fully implemented, UN-Women, in consultation with other United Nations entities, developed a system-wide action plan on gender equality and the empowerment of women. UN-Women also prepared a policy paper for the Secretary-General's Policy Committee in and adopted a decision on the status of women in the Secretariat with specific actions for heads of departments/offices/missions to accelerate progress towards the goal of gender parity.

104. During the biennium, a total of 3,297 training courses, seminars and workshops were conducted by the Secretariat, at which 36 per cent of participants were women. This figure represents a 3 percentage point increase in female participation in comparison to the 33 per cent recorded in the previous biennium. Table 9 provides the total number of female and male beneficiaries of training, seminars and workshops, as well as the percentages of women benefiting from them under each budget section.

Table 9

Male and female recipients of training courses, seminars, workshops and fellowships for the biennium 2010-2011

Budget section		*Training courses, seminars and workshops*	*Total participants*		*Percentage female*
			Total female	*Total male*	
2.	General Assembly and Economic and Social Council affairs and conference management	1	125	100	56
3.	Political affairs	29	443	746	37
4.	Disarmament	103	1 297	3 170	29
5.	Peacekeeping operations	3	49	221	18
6.	Peaceful uses of outer space	24	529	1 607	25
8.	Legal affairs	29	567	901	39
9.	Economic and social affairs	54	1 292	2 914	31
11.	United Nations support for the New Partnership for Africa's Development	11	240	440	35
12.	Trade and development	449	7 176	16 771	30
13.	International Trade Centre (UNCTAD/WTO)	650	8 056	10 377	44
14.	Environment	86	2 123	3 538	38
15.	Human settlements	93	2 511	3 146	44
16.	International drug control, crime and terrorism prevention and criminal justice	88	552	2 572	18

Budget section	*Training courses, seminars and workshops*	*Total participants*		*Percentage female*
		Total female	*Total male*	
17. Economic and social development in Africa	103	1 157	2 785	29
18. Economic and social development in Asia and the Pacific	58	2 156	5 381	29
19. Economic development in Europe	144	3 406	5 565	38
20. Economic and social development in Latin America and the Caribbean	78	1 466	1 545	49
21. Economic and social development in Western Asia	12	126	179	41
23. Human rights	143	3 010	3 497	46
24. Protection of and assistance to refugees	42	2 669	2 457	52
26. Humanitarian assistance	76	698	4 333	14
27. Public information	270	2 622	2 944	47
28A. Office of the Under-Secretary-General for Management	74	467	812	37
28B. Office of Programme Planning, Budget and Accounts	48	283	354	44
28C. Office of Human Resources Management	8	—	161	<1
28D. Office of Central Support Services	58	731	2 493	23
34. Safety and security	562	4 219	9 578	31
37. UN-Women	1	1 500	500	75
Total	**3 297**	**49 470**	**89 087**	**36**

I. Final statement on the delivery of outputs and resource utilization

105. Programmes achieved an implementation rate of 90 per cent for mandated outputs (I_M) in 2010-2011, which is one percentage point higher than that achieved in 2008-2009. The total implementation rate (I_T) remained at 90 per cent in both bienniums. Those outputs were delivered using a total of 129,691 work-months (including consultant work-months), for which 73 per cent was financed through the regular budget and 27 per cent through extrabudgetary resources.

IV. Programme performance by section of the programme budget

Section 2
General Assembly and Economic and Social Council affairs and conference management

Highlights of programme results

The Department for General Assembly Affairs and Conference Management continued its focus on the full application of integrated global management. The four headquarters locations have agreed on standardized key performance indicators and the same basic costing methodology to increase performance comparability and thus enhance transparency and accountability.

The slotting system at the core of proactive documents management has been implemented at the four headquarters locations, based on New York's successful experience, although duty station-specific challenges exist. The Department conducted a comprehensive review of the language competitive examination process, in close cooperation with the Office of Human Resources Management, with a view to modernizing the examination and expanding the pool of qualified applicants and simplifying the process.

To enhance environmental sustainability and advance progress towards climate neutrality, the Department reduced the print-runs of parliamentary documents by 70 per cent between 2009 (262 million page impressions) and 2011 (88 million) while simultaneously enhancing the availability of documents through a range of online tools. The Department, which plans to use the United Nations Conference on Sustainable Development in June 2012 as a model in this regard, will provide documentation for the conference in a paper-smart mode.

Challenges and lessons learned

Despite its efforts, the response rate for the Department's e-survey was disappointingly low, and compliance of author departments with submission deadlines remained a formidable challenge. Only half of the departments in New York reached the targeted compliance rate of 90 per cent of documents submitted by the slot date. Compliance with word limits also remains a challenge. Late cancellations of meetings and, in certain cases, last-minute changes to language combinations caused disruption to the planned capacity of interpretation services. The Department's succession-planning efforts are hampered by a lack of budgetary resources and remain largely dependent on the voluntary efforts of language staff.

Output implementation rate

106. The above-cited results are based on the implementation of 90 per cent of 1,884 mandated, quantifiable outputs.

107. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 2)).

Executive direction and management

(a) Programme of work is effectively managed

108. The Department achieved 100 per cent compliance with its delivery of outputs and services, utilizing its own proactive documents and meetings management tools. The Department, with all four duty stations involved, continues its efforts to effectively and efficiently manage the programme of work and achieve 100 per cent compliance with its delivery of output and services, while maintaining the highest level of quality.

(b) Timely recruitment and placement of staff

109. During the reporting period, to replace staff in the Professional category and above through Inspira, the Department achieved an average of 132 days from posting to selection. The Department worked actively with the Office of Human Resources Management to find ways to shorten the recruitment cycle and ensure the appropriate scheduling of language exams. As the new Inspira tool is improved, and as users become more proficient in its use, the Department expects to achieve timely recruitment and placement of staff through continued evaluation of the recruitment workflow, prioritization of the filling of vacancies through Inspira, timely advertising of anticipated vacancies and increased use of rostered candidates.

(c) Improved geographical representation and gender balance of staff

110. Less than 20 per cent of staff in the Professional category and above are non-language posts (recruited in a gender and nationality-blind manner), and only around 70 posts are of the "geographic" type. The Department did not recruit any staff from unrepresented or underrepresented countries against vacancies in this category. As of the end of 2011, the Department had 48 per cent of women at the Professional category and above, within range of the overall goal of 50 per cent. The Department has actively engaged in outreach activities with universities worldwide in order to encourage the development of language professionals, and has discussed other outreach methods to be used by the Office of Human Resources Management in order to attract as diverse a population as possible to sit for exams.

(d) Increased timeliness of submission of documentation

111. The Department achieved a 99 per cent compliance rate with the goal of submitting all pre-session documents by the required deadlines, missing the deadline for one document only. This result has been possible thanks to the improvement of the planning and preparation process, the implementation of a slotting system to allow the tracking of document submission and processing and strengthened collaboration with author departments.

Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs

(a) Improved organizational and procedural aspects of meetings servicing as well as enhanced substantive and technical secretariat support to the Member States and other participants at the mandated meetings

112. The General Assembly and Economic and Social Council Affairs Division of the Department for General Assembly and Conference Management provided enhanced substantive and conference management support to the Member States and other participants at the mandated meetings by providing timely and procedurally correct advice to the chairs and the bureaux of intergovernmental bodies as well as to Member States and observers. The Division continued to maintain and improve web portals for the First, Second, Third and Fourth Committees and launched a secure web portal for the Economic and Social Council for the time-critical circulation of information and working documentation essential to the smooth and efficient servicing of the Main Committees and the Council. The recent inclusion of

links on draft resolutions and the programme of work on the website of the General Assembly, and the use of CandiWeb and eRoom to upload draft documents for Member States provided an alternate method of reaching out to clients and the general public.

(b) Improved timely preparation and submission of procedural documentation for intergovernmental meetings serviced by the Department for General Assembly and Conference Management

113. The Division continued setting an example of almost perfect compliance with the submission of slotted documents at a rate of 99 per cent. In order to improve overall timely submission of slotted documents by other author departments and offices, the Division adopted a proactive documentation management system and continued to serve as focal point for the coordination of submissions. Resulting improvements in the compliance rate of slotted documents for the intergovernmental bodies serviced by the Department are reflected in an increase from 75 per cent compliance in 2009 to 87 per cent compliance in 2011.

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conference services

114. The results of four global e-surveys on the quality of conference services conducted in 2010-2011 showed ratings of 44 per cent as “excellent” and 52 per cent as “good”.

(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided

115. The Department achieved an efficient use of interpretation and translation capacity. The utilization of translation capacity was maintained at 100 per cent at all duty stations.

116. The application of the proximity rule in servicing meetings continued to be applied by the Department. Qualified staff were sourced from duty stations that offered the lowest airfare without replacement costs, resulting in a significantly higher percentage of staff assigned to meetings held away from established headquarters. In some cases the translation workload was shared to ensure timely and high-quality processing of documents for such meetings. Overall, the rule promoted cost-effectiveness and efficiency and allowed staff members to diversify and increase their skills and experiences.

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with resolutions, rules and established language arrangements

117. During the 2010-2011 biennium, the number of meetings held with interpretation as a percentage of the number of meetings planned was 96 per cent; the 4 per cent gap is attributed to the cancellation of meetings of calendar bodies whose projected meetings are based on entitlements, especially in the case of charter bodies. Of the meetings requested by the “as required” bodies, 95 per cent were

provided with interpretation services, representing a 2 per cent improvement compared over the previous reporting period. Interpretation services were provided for 94 per cent of meetings of regional and other major groupings of Member States.

(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation

118. During the reporting period, the percentage of documents submitted by author departments/offices in accordance with the required deadlines was 83 per cent, representing a 10 per cent increase over the biennium 2008-2009 and a 20 per cent increase over the 2006-2007 biennium. All of the documents submitted in accordance with the mandated time frame and within word limit were issued in accordance with the six-week rule.

(e) Increased provision of conference services that are requested by regional and other major groupings of Member States

119. In accordance with legislative mandates, the Department strives to satisfy requests for interpretation services for meetings of regional and other major groupings of Member States, within available resources. There have been improvements in the utilization factor of calendar bodies and the number of meetings of "as required" bodies that have been provided with interpretation services has increased. In 2010-2011, 94 per cent of requests for interpretation and 100 per cent of requests for facilities were accommodated, as compared to 85 per cent and 100 per cent, respectively, in 2008-2009.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials ensuring due respect for the specificity of each language

120. During the reporting period, no complaints were received on the work of the Documentation Division. The analysis of the results of the official survey for this period show that 49 per cent of clients rated the overall quality of the referencing, editing and translation of parliamentary documentation and of summary records as "excellent" and 46 per cent as "good". In addition, positive feedback was received at informational meetings and during numerous contacts with Member States. Translation-related queries were immediately addressed on a case-by-case basis.

(b) Quality and cost-effectiveness of editing and translation services

121. The Division has succeeded in further reducing non-local recruitment and/or minimizing it where no other option was available. Contractual and off-site translation has remained at the same level, although an upward trend is evident in some languages. A similar increase in the use of off-site contracts as an alternate method for the delivery of editorial services has also been observed. The average productivity per staff member per day remains at the workload standards of 1,650 words per day for translation, 1,815 words per day for self-revision and 3,960 words per day for revision.

Subprogramme 4
Meetings and publishing services

(a) High-quality interpretation, verbatim reporting, text-processing and publishing services

122. Four global e-surveys were conducted in the 2010-2011 biennium. Member States and observers were encouraged to respond by providing ratings and written comments or complaints. All comments and complaints received have been addressed. The number of complaints received decreased by 50 per cent compared to the previous biennium, from 29 to 15 of the ratings received, 94 per cent were either "excellent" or "good".

(b) Quality and cost-effectiveness of interpretation, verbatim reporting, text-processing and publishing services

123. The Interpretation Service has been largely on target concerning the workload and the optimal mix of the permanent and temporary staff, with a utilization rate exceeding 92 per cent compared with 87 per cent in 2009. Successful measures were taken to ensure timely release of the verbatim records of the General Assembly, resulting in a considerable increase in productivity rates. The Department exceeded its target in the area of text processing, achieving good productivity outputs. The Department continues to streamline and modernize the work processes to achieve the most efficient use of the resources. In the area of publishing, modern digital printing technology was introduced in July 2010 when two high-speed digital machines were installed. Printing of hard copies was drastically reduced during the 2010-2011 biennium: 88 million page impressions of parliamentary documents were printed in 2011 compared to 262 million in 2009, a reduction of 74 per cent.

Conference management, Geneva

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conference services

124. Analysis of the four official surveys carried out during the biennium show that 95 per cent of clients were satisfied with conference services provided by the Division of Conference Management at the United Nations Office at Geneva. Of 1,896 responses, 1,799 rated the quality as positive. During the biennium, the Division undertook 14 internal surveys, and received 1,647 responses. Of those responses, 1,538, or 93 per cent, showed satisfaction with services provided.

(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided

125. During the reporting period, the Office increased the percentage of capacity utilization of translation services. Despite providing interpretation to 100 per cent of the meetings requesting such services, capacity utilization for interpretation was at 80 per cent as the result of the cancellation of meetings. The percentage of workload sharing almost doubled, from 5 per cent in the 2008-2009 biennium to 8 per cent in 2010-2011.

(c) *Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with resolutions, rules and established language arrangements*

126. During the reporting period, the Office serviced 5,441 (92 per cent) out of 5,941 planned meetings with interpretation and 13,269 (107 per cent) out of 12,427 planned meetings without interpretation.

(d) *Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation*

127. Throughout the biennium the Division focused on improving client compliance with documentation submission requirements (on time and within page limits). Those efforts resulted in an increase in compliance from 36 per cent in 2008-2009 to 44 per cent in the 2010-2011 biennium.

128. Out of 4,886 pre-session documents, 2,171 were submitted on time, a 6 per cent increase over the previous biennium. Out of 1,882 documents submitted on time and within page limits, 810 documents (43 per cent) were issued in accordance with the 6-week rule.

(e) *Increased provision of conference services that are requested by regional and other major groupings of Member States*

129. The Division regularly consulted with the substantive secretariats of various regional groupings of Member States to draw their attention to the importance of including their meetings in the Division's advance planning process, which resulted in more predictable planning for the allocation of required resources. Conference facilities were offered and meetings services were provided for all requested meetings.

Subprogramme 3
Documentation services

(a) *High-quality referencing, editing and translation of parliamentary documentation and other written materials ensuring due respect for the specificity of each language*

130. Analysis of the four official surveys carried out during the biennium showed that 98 per cent of clients were satisfied with the quality of referencing, editing and translation of parliamentary documentation and other written materials at the United Nations Office at Geneva. Four complaints were received out of 144 responses. During the 2010-2011 biennium the Division undertook 14 internal surveys resulting in 380 responses. Of those responses, 96 per cent expressed satisfaction with the services provided. In February 2011, to standardize work reporting with the Department for General Assembly and Conference Management at Headquarters, the Office implemented the Department's individual assignment module in the text-processing services. Since November 2011, it has been testing the module in the translation services in order to improve understanding of productivity within the services and identify areas for improvement. The Office is in the process of introducing the module in other related areas.

(b) Quality and cost-effectiveness of editing and translation services

131. During the reporting period, the resource capacity of the Office was not commensurate with the increasing workload. Consequently, use of more cost-effective translation modes increased (contractual translation of 19 per cent versus 15 per cent targeted; and off-site translation of 10 per cent versus 3 per cent). Average output for editing exceeded the target by 2,287 words per staff member per day (56 per cent above the target). The average translation output for the 2010-2011 biennium was 1,404 words per staff member per day, which, if English translation is excluded, increases to 1,472 words per staff member per day. The English Translation Section has been experiencing difficulties owing to a high number of retirements.

Subprogramme 4
Meetings and publishing services

(a) High-quality interpretation, text-processing and publishing services

132. The United Nations Office at Geneva continued to provide high-quality interpretation, text-processing and publishing services. Analysis of the official surveys conducted during the biennium show that 95.7 per cent of respondents were satisfied with the quality of services. Six complaints were received among 141 responses. During 2010-2011, the Office received 940 responses to 14 internal surveys. Satisfaction with services proved was expressed by 94 per cent of those responding. During this period the Publishing Service continued to deliver high-quality printed and bound documents, and achieved an environmental certification in 2010 (ISO14001:2004).

(b) Quality and cost-effectiveness of interpretation, text-processing and publishing services

133. The Office optimized the mix of permanent and temporary staff to provide quality and cost-effective interpretation services. Regular staff in the Interpretation Service worked 35,839 days (83 per cent of total work days), 3 per cent above the target; temporary staff worked 7,291 days (17 per cent of total work days). The Publishing Service achieved a 100 per cent paperless workflow for the production of parliamentary documents. This fully digital process eliminated hard copy originals and saved 400,000 sheets of paper per year. In addition, press runs have been continuously reviewed and revised for greater efficiency, with a view to eliminating the printing of hard copy distribution and copies for stock purposes.

Conference management, Vienna

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conference services

134. The United Nations Office at Vienna continued receiving positive feedback from clients through online Department-wide client surveys and questionnaires distributed at the end of each major session of the Vienna-based bodies. The questionnaires circulated at major sessions showed ratings of "good" or "excellent" for all services concerned. A survey carried out by the Department for General

Assembly and Conference Management elicited one negative remark with respect to translation and interpretation.

(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided

135. Coordination among various duty stations continued under integrated global management in conference services. Shared assignments in interpretation of meetings with other duty stations contributed to the increased utilization of global conference-servicing capacity; only a small percentage of translation workload was processed for other duty stations as capacities are fully utilized, predominantly for local clients.

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with resolutions, rules and established language arrangements

136. During the biennium, meeting activities were intense owing to the holding of major conferences, newly established open-ended working groups, regional group meetings and intersessional meetings. Additional requests for meetings and conference rooms, support staff and technical equipment were accommodated.

(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation

137. The slotting system was more broadly used in the course of the biennium. Owing to the frequency or schedule of meetings, it is not always possible for the secretariats of the intergovernmental bodies meeting in Vienna to comply with a slotting date 10 weeks before the start of a session. At meetings of documentation focal points with all submitting offices held in Vienna alternative processing frameworks have been discussed. With regard to timely submission of documents, performance was affected by dependencies outside or not entirely within the control of the Conference Management Service.

(e) Increased provision of conference services that are requested by regional and other major groupings of Member States

138. All requests for rooms, support staff and technical equipment were accommodated.

139. Because of Vienna's specific situation, that is, there is only one enlarged team of interpreters whose capacity is utilized for intergovernmental and expert meetings, no interpretation was provided for this category of meetings.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

140. The Vienna terminology database (VINTARS) is constantly being expanded in order to improve the consistency and quality of edited and translated documents. The introduction of e-referencing has further contributed to this goal. Feedback is received through client surveys, active dialogue and language meetings between the permanent missions, secretariats of regional entities and the Conference Management Service.

(b) Quality and cost-effectiveness of editing and translation services

141. Progress has been made in decreasing the percentage of non-local freelance recruitment in translation to 5 per cent compared to 9 per cent in the 2008-2009 biennium, as well as in increasing outsourcing, including contractual translation. The Office used off-site translation for 9 per cent of the workload compared to 8 per cent in 2008-2009. Together with these measures and with the introduction of the quota system that caps the volume of documentation for all major clients, all mandated request for conference services were met.

Subprogramme 4
Meetings and publishing services

(a) High-quality interpretation, text-processing and publishing services

142. Surveys distributed at the end of each major session of the Vienna-based bodies showed that clients were highly satisfied with the interpretation and support services provided.

(b) Quality and cost-effectiveness of interpretation, text-processing and publishing services

143. The overall utilization rate for interpretation was 92 per cent in 2010-2011, compared to 86 per cent in the previous biennium. Recruitment is always executed with maximum precision relative to meeting schedules. All printing at the United Nations Office at Vienna is digital: parliamentary documents are sent via electronic workflow for reproduction and all colour publications are sent electronically for digital printing. In addition, roll figures have been continuously reviewed to allow for primary distribution with few or no stock copies and alternate means of distribution, including USB sticks, CD-ROMs and websites, are considered, if appropriate. The Office has achieved the goal of 100 per cent printing on demand.

Conference management, Nairobi

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conference services

144. The Department for General Assembly and Conference Management conducted four global e-surveys during the biennium 2010-2011. Out of the

92 Permanent Missions to UNEP and UN-Habitat, only 4 responses were received in May 2010, 3 in November 2010, 12 in May 2011 and 2 in November 2011. To counter that low response rate, the United Nations Office at Nairobi has supplemented the global surveys with a more real-time review of the quality of services by conducting 12 comparable surveys at its main conferences, including at the two sessions of the Governing Councils of UNEP and UN-Habitat and at its major extrabudgetary meetings. The level of response for those surveys was significantly higher (519 responses). The majority of the respondents indicated excellent and good ratings on the quality of services provided, with only 3 per cent indicating that the quality of service was poor, mainly as regards room comfort and intermittent Internet access. The Office continues to work with its major clients (UNEP and UN-Habitat) to improve the availability of documents on schedule.

(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided

145. The Office continued to receive a significant number of requests for meetings services during the biennium 2010-2011, a fact that may be attributed to an increase in client confidence in the Division of Conference Services as well as the increased number of United Nations offices that have migrated to the United Nations complex following the inauguration of the new and improved office and conference facilities. New clients included the United Nations Support Office for AMISOM (UNSOA), the United Nations Dispute Tribunal and the various multilateral environmental agreements falling under the UNEP umbrella. In addition, during the biennium, UNEP created additional environmental bodies, including the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, and produced a legally binding instrument on mercury. Through the implementation of the proximity rule, workload sharing has increased from 28 per cent in the 2008-2009 biennium to 45 per cent in 2010-2011 for meetings held outside the Nairobi headquarters.

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with resolutions, rules and established language arrangements

146. The Division serviced a total of 793 meetings with interpretation between 2010 and 2011 and 7,622 meetings without interpretation. This exceeds the target set for the 2010-2011 biennium by 156 per cent and 326 per cent, respectively, against meetings forecast for the biennium. Performance well exceeds the target set for the biennium and the actual performance of the previous biennium. The increased activity is attributed to improved conference facilities that have attracted new clients and to upgraded information systems that track serviced meetings more accurately.

(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing and timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation

147. The Division of Conference Services at the United Nations Office at Nairobi continues to work closely with substantive offices to improve the timely submission

of documents to Member States. However, member States of UNEP and UN-Habitat place more emphasis on reviewing and updating their documents (including their own input) prior to meetings than on timely submission or issuance. Therefore, the clearance of the parliamentary documents of the two organizations takes an unusually long time. With regard to documents submitted within the 10-week rule and within the page limit, 100 per cent were processed and submitted on time. The Office has introduced a slotting system and hopes that this will improve the timeliness of submission in the future.

(e) Increased provision of conference services that are requested by regional and other major groupings of Member States

148. All requests for regional group meetings were met, as clients are often willing to provide extrabudgetary resources to supplement regular budget resources for meetings of regional groups.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

149. The United Nations Office at Nairobi enhanced the quality of translation and editing through a more efficient use of computer-assisted translation tools and the improvement of capacity planning through the implementation of the slotting system, more systematic recourse to workload sharing with other duty stations and greater recourse to the common roster of contractual translators. Surveys conducted by the Conference Management Service and direct consultations with representatives of Member States indicate that they were satisfied with the quality of services received, including report writing, editing and translation. The pilot teleposting project that the Division has been implementing during the reporting period, consisting of two staff members operating from their home countries, has helped to maximize the benefits of the time differences and run a virtually 24-hour service, which is particularly valuable during in-session work.

(b) Quality and cost-effectiveness of editing and translation services

150. The Office has achieved cost-effectiveness and efficiency in translation and editing services through the more effective use of computer-assisted translation tools and the implementation of the slotting system.

Subprogramme 4
Meetings and publishing services

(a) High-quality interpretation, text-processing and publishing services

151. The United Nations Office at Nairobi continues to work with its major clients (UNEP and UN-Habitat) to improve the timely availability of documents. The Interpretation Section has also been maximizing the use of local interpreters by incorporating them with the permanent interpretation staff, thereby building local capacity and achieving savings. Its collaboration with United Nations offices in the region and with other duty stations has brought about an increase in staff exchanges

on a non-reimbursable loan basis, increasing the capacity utilization to 89 per cent through the integrated global management framework, thus reducing the use of freelance interpreters, including associated travel costs.

(b) Quality and cost-effectiveness of interpretation, text-processing and publishing services

152. The Office has improved the quality and cost-effectiveness of its interpretation, text-processing and publishing services, largely as a result of increased workload sharing with other duty stations. With regard to text-processing, the Office had encouraged and trained editors, translators and revisers in keyboarding, thus reducing the volume of typing done by the text processors, and increasing overall productivity. In this regard, it must be mentioned that text processors at the United Nations Office at Nairobi are engaged in a number of non-typing jobs, including proofreading, reference work and general administrative chores.

Section 3
Political affairs

Highlights of programme results

The Department of Political Affairs continued its conflict prevention activities and provided political advice and guidance to representatives and envoys of the Secretary-General, the Resident Coordinators, United Nations country teams and regional offices. Nearly 40 conflict situations were addressed in the 2010-2011 biennium, including crises in the Middle East and North Africa regions. Cooperation on conflict prevention was broadened with regional organizations and with United Nations agencies. In addition, regional divisions provided direct support to a number of peace processes and backstopped peace and development advisers and special envoys in priority areas. The Department continues to support a growing number of field-based special political missions (13 as of the end of 2011). During the biennium, Member States placed almost 50 new requests for electoral assistance. The Department continued to act proactively to facilitate the demanding activities of the work of the Security Council and its subsidiary organs, and it facilitated sustained dialogue between relevant actors, including Governments, United Nations bodies, intergovernmental organizations and civil society on all aspects related to the question of Palestine. The Decolonization Unit supported the work of the Special Committee, the Fourth Committee, the General Assembly and the Economic and Social Council.

Challenges and lessons learned

The implementation of the proposal for the strengthening of the Department improved staffing shortages to some extent. However, growing demands in the biennium put an additional strain on the programme budget. There was still insufficient regular budget funding for required official travel by staff of the regional divisions. Insufficient project funds also prevented the more active engagement of staff in operational work in the field. In addition, support and backstopping of field-based special political missions continued to be based on limited resources and on ad hoc solutions in the absence of conclusive action by the General Assembly on the Secretary-General's report on the subject (A/66/340). Among the important lessons learned was the need to promote further communication and integration among the Divisions of the Department and the need to establish more formal and transparent client communications.

Output implementation rate

153. The above-cited results are based on the implementation of 82 per cent of 1,217 mandated, quantifiable outputs.

154. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 3)).

Executive direction and management

(a) Programme of work is effectively managed within available human and financial resources

155. Timely delivery of outputs and services to all clients continued throughout 2010-2011. The Department of Political Affairs delivered on 98 per cent of all requested materials and services on or before the deadline, with the remaining 2 per cent submitted shortly after the deadline. Efficient and effective utilization of resources was achieved as the Department continues to have a high rate of budget implementation, close to 100 per cent.

(b) Effective substantive support, management and administration of special political missions, field offices and high-level envoys where the Department of Political Affairs is in the lead

156. The Department continued to use core-strengthening posts and extrabudgetary funds to cover backstopping costs in 2010. Integrated task forces were established for nine special political missions led by the Department in order to improve coordination within the United Nations system on the activities of and support to such missions. A delegation-of-authority policy for support to special political missions was promulgated, clarifying the lines of accountability and responsibility between the Department of Field Support and the Department of Political Affairs in this regard. In early 2011, a service-level agreement between the two Departments on supporting special political missions was finalized and signed.

(c) Timely recruitment and placement of staff

157. In 2011, there was an increase in the number of days from the release of vacancy announcements to the selection of staff by the Head of the Department. The increase resulted from the fact that hiring managers had to learn how to use the new system (Inspira) at the same time as they were experiencing a sharp increase in their workload owing to numerous political crises, particularly in the Middle East and

North Africa, and working concurrently on reports of legislative bodies. The learning curve for Inspira was complicated by initial guidance and training that was not comprehensive and still unrefined in a number of areas.

(d) Improved geographical representation and gender balance of staff

158. During the biennium, 50 per cent of staff recruited in the Department of Political Affairs was from unrepresented and underrepresented countries. The percentage of women at the Professional level and above for appointments of one year or more increased from 38 per cent at the end of 2010 to 40 per cent in 2011.

(e) Increased timeliness of submission of documentation

159. Compliance with the timeliness of documents submitted for processing improved consistently throughout the biennium. Together with the Department for General Assembly and Conference Management, a flow chart of a model timeline for the preparation of reports, consistent with the 10-4-6-week slotting rule that the Department adheres to, was established. The Department also made its reports more precise and brief.

Subprogramme 1
Prevention, control and resolution of conflicts

(a) Improved capacity and capability of Member States to identify, prevent and address conflict situations

160. The regional divisions provided direct support to a number of peace processes and backstopped peace and development advisers, special envoys and special representatives in priority areas. The Department continued to facilitate dialogue among relevant actors, including Governments, intergovernmental organizations and civil society on cross-cutting issues such as piracy, drugs and organized crime; women and peace and security; security sector reform and the rule of law; peacebuilding; indigenous issues; and the impact of climate change.

(b) Maintenance of the peace processes on track

161. Cooperation with regional organizations and other United Nations counterparts was improved and strengthened. Revolutions and transitions in the Arab world in 2011 presented challenges for the Department. An intradepartmental task force on the Middle East and North Africa and other inter-agency task forces helped the Department to support the good offices of the Secretary-General and his envoys and representatives. The United Nations system continues to be deeply involved in the region, supporting a number of transitions, including the establishment of UNSMIL.

Subprogramme 2
Electoral assistance

(a) Enhanced capacity of Member States requesting assistance to organize periodic and credible elections

162. The Electoral Assistance Division received at least 45 requests for assistance. A growing number of projects require the use and introduction of technology in elections, which can be technically and politically more complex, and obviously costly. The Division supported the involvement of the United Nations system in a

number of elections based on requests received from interested Member States, both through the provision of electoral assistance and the deployment of expert assessment missions that contributed to the peaceful conduct of elections and the improvement of the technical capacity of national authorities to organize credible electoral processes, including specific attention to issues of sustainability and capacity-building.

Subprogramme 3
Security Council affairs

(a) Meetings conducted in a timely and procedurally correct manner

163. Throughout the biennium, the Security Council Affairs Division continued to work proactively to facilitate, through the provision of procedural, technical and analytical strategic support, the increasingly demanding activities required for the work of the Security Council and its subsidiary organs from within existing resources. The subprogramme engaged with the Department for General Assembly and Conference Management to decide on ways to provide better simultaneous interpretation services for the subsidiary bodies. The Division received various reports from the subsidiary bodies as well as positive written evaluations from members of the Council, acknowledging satisfaction with the support provided. In addition, surveys covering the last five months of the biennium indicated that 99 per cent of respondents rated the services provided by the Division as excellent or good in terms of the scheduling of meetings, meetings servicing, the provision of procedural advice and research, communications, support to the Office of the President of the Security Council and out-of-hours procedures for documentation preparation and emergency meetings.

(b) Improved access to information relating to the work of the Security Council and its subsidiary organs

164. Throughout the biennium, the Division continued to coordinate and oversee the enhancement of websites of all active sanctions committees, the redesign of the Security Council website and flawless videoconferencing. Greater use was made of videoconferencing, resulting in the saving of costs and time for Special Representatives of the Secretary-General in the field. The Informal Council Working Group on Documentation and Other Procedural Questions updated the Council working methods in a note to the President in July 2010 (S/2010/507). Substantial progress was made during the biennium on the preparation and completion of supplements to the *Repertoire of the Practice of the Security Council*, including through the two-track approach.

(c) Decisions of the Security Council and its subsidiary organs requiring substantive support by the subprogramme are implemented

165. During the biennium, the Division facilitated four missions of the Security Council (to the Democratic Republic of the Congo, Afghanistan and two to the Sudan). The Security Council mission to Timor-Leste, due to take place in November 2010, was aborted as were four missions of its subsidiary bodies.

Subprogramme 4
Decolonization

(a) The Special Committee and the General Assembly will be able to carry out their decolonization mandates and make progress in the decolonization process of the 16 remaining Non-Self-Governing Territories

166. The Decolonization Unit carried out its work under the purview of the Special Committee on Decolonization. It provided substantive support in the preparation and conduct of and follow-up to the annual regional seminars held in New Caledonia in May 2010 and in Saint Vincent and the Grenadines in May/June 2011. In addition, through the subprogramme, the United Nations website on decolonization was regularly updated, and the Unit cooperated with the Department of Public Information on other outreach activities, in particular the commemorative meeting of the General Assembly on the fiftieth anniversary of the Declaration on the Granting of Independence to Colonial Countries and Peoples in December 2010.

Subprogramme 5
Question of Palestine

(a) Through the work of the Division for Palestinian Rights, the Committee on the Exercise of the Inalienable Rights of the Palestinian People will generate heightened international awareness of the question of Palestine, as well as international support for the rights of the Palestinian people and the peaceful settlement of the question of Palestine

167. The Division for Palestinian Rights facilitated sustained dialogue between relevant actors, including Governments, United Nations bodies, intergovernmental organizations and civil society on all aspects of the question of Palestine. Liaison and cooperation with civil society was further enhanced through international meetings, periodic consultations and other activities organized by the Division. During the biennium, the United Nations Information System on the Question of Palestine (UNISPAL) became one of the most widely used resources on the Internet on the question of Palestine. It was supplemented by a new social media presence on Facebook and Twitter, oriented towards civil society outreach. The Division also organized an annual observance of the International Day of Solidarity with the Palestinian People, with continued wide participation by States Members and Observers of the United Nations.

Subprogramme 6
Office of the United Nations Special Coordinator for the Middle East Peace Process

(a) Participants will re-engage in taking parallel steps towards a lasting peace

168. Improved socioeconomic conditions, together with a 10-month Israeli partial moratorium on settlement construction from November 2009, allowed international partners, including the Office of the United Nations Special Coordinator for the Middle East Peace Process (UNSCO), to successfully promote a return by the parties to direct negotiations. Talks in Washington, D.C., in September 2010, after a halt of over two years, were nevertheless discontinued after the end of Israel's moratorium on settlement construction. On 23 September 2011, President Abbas submitted an application for the membership of Palestine in the United Nations and

the Quartet issued a statement calling for a resumption of negotiations and proposing a time frame. Three rounds of separate meetings between Israeli and Palestinian negotiators with envoys of the Quartet took place between October and December 2011, with an emphasis on territory and security. Following the involvement of the King of Jordan in November 2001, direct exploratory talks between Israeli and Palestinian negotiators began on 3 January 2012. Palestinian reconciliation was also encouraged by the United Nations, with the active involvement of UNSCO. Palestinian political factions signed reconciliation agreements on 4 May 2011 and 21 December 2011 in Cairo, including a provision for the holding of general elections in May 2012.

(b) Mobilization of resources for improving the socioeconomic conditions of the Palestinian people

169. In the 2010-2011 biennium, the United Nations supported the Palestinian Authority in raising more than $2.6 billion for development needs, including direct budget support. This was complemented by United Nations fundraising for East Jerusalem, which resulted in $50 million in pledges from Arab countries.

(c) Coordinated response to the humanitarian needs of the Palestinian people

170. Based on a coordinated appeal, $630 million was raised in support of humanitarian programmes assisting the Palestinian people in 2010-2011. Another $206 million was raised in 2011.

Subprogramme 7
Peacebuilding Support Office

(a) Efficient support of the work of the Peacebuilding Commission

171. The Peacebuilding Support Office efficiently supported the work of the Peacebuilding Commission. In addition to the regular servicing of meetings of the Chair's Group, the Organizational Committee, the Working Group on Lessons Learned and country-configurations, the Support Office provided timely and substantive analyses on peacebuilding priorities in countries on the Commission's agenda. During the biennium, the Office provided support to the Commission in the development of two additional statements of mutual commitment (Liberia and Guinea) as well as in reviewing previously adopted instruments of engagement. As a follow-up to the 2010 review of the peacebuilding architecture, the Office supported the Chair in developing a road map for action, which identified those recommendations of the review that the Commission intends to implement.

(b) Effective mobilization and allocation of resources for the Peacebuilding Fund

172. The Peacebuilding Fund met its target of 50 donors to the Fund by the end of 2011, with the addition of Israel, Pakistan and Switzerland during the reporting period. The Fund's business plan for 2011-2013 provides for income and allocations of $100 million per annum. Income jumped from $30 million in 2010 to $58 million in 2011, although more funding will be required to meet the targets for 2012 and 2013. Allocations were on target, totalling $99.4 million in 2011, up from $76 million in 2010. New allocations were made to 14 different countries in 2011, and the Fund was active in 19 countries.

(c) Interventions of direct and immediate impact as well as emergency disbursements made

173. A total of 32 immediate response facility projects were approved during the reporting period, bringing the total of such projects to 45. In addition to significant interventions in 2010 in Burundi, Chad, Guinea, Haiti, Kyrgyzstan, Sri Lanka and the Sudan the Facility was involved in further actions in Côte d'Ivoire, Kyrgyzstan, Lebanon, Somalia, the Sudan and South Sudan in 2011. Significant allocations were made in 2011 in Burundi, Côte d'Ivoire, Guatemala, Guinea-Bissau, Guinea and Liberia. Final evaluations of these allocations are scheduled for 2013. Allocations previously made and evaluated have elicited significant results in Burundi, Nepal and Sierra Leone.

(d) Progress towards integrated peacebuilding strategies and improved coordination of peacebuilding activities with the United Nations system

174. As of the end of 2011, a total of six integrated peacebuilding strategies had been developed for the countries on the agenda of the Peacebuilding Commission: Burundi, the Central African Republic, Guinea, Guinea-Bissau, Liberia and Sierra Leone. In addition to the four integrated peacebuilding strategies adopted in previous years for the countries already on its agenda, the Peacebuilding Commission developed two new integrated strategies during the reporting period. One was the statement of mutual commitment with Liberia, adopted on 15 November 2010 following extensive consultations with UNMIL and the United Nations country team, comprising 16 specialized agencies, funds and programmes. The other was the statement of mutual commitment with Guinea, adopted on 23 September 2011.

Subprogramme 8

United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

(a) Progressive registration of damage claims and maintenance of the Register of Damage

175. The Office for the Register of Damage continued to carry out an extensive public outreach campaign. The subprogramme also continued to provide technical assistance for filing claims in four out of nine affected Palestinian governorates, with a population of more than 298,000 affected Palestinians. During the biennium, 22,208 claims and over 150,000 supporting documents have been collected, bringing the total of claims collected to 23,708. Since its inception, the Board of the United Nations Register has reviewed 4,318 claims processed by the Office.

Section 4
Disarmament

Highlights of programme results

The Office for Disarmament Affairs provided thorough substantive advice and strengthened its advocacy and outreach activities. It effectively supported the timely implementation of the decisions and recommendations adopted by conferences and meetings of States parties to various multilateral disarmament and non-proliferation agreements. The Office assisted States parties in complying with their respective reporting obligations under the different multilateral instruments, including through the provision of online tools and the creation of dedicated webpages.

The 2010 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons successfully concluded its deliberations in May 2010 with the adoption of a Final Document. A High-level Meeting on Nuclear Safety and Security was held in September 2011, with a view to building political support and momentum. The high-level meeting on revitalizing the work of the Conference on Disarmament and taking forward multilateral disarmament negotiations was held in 2010, and a follow-up meeting on the subject was convened in July 2011. The second and third session of the Preparatory Committee for the United Nations Conference on the Arms Trade Treaty convened in New York in 2011. In 2011, the Seventh Review Conference of the Biological Weapons Convention and the Fourth Review Conference of the High Contracting Parties to the Convention on Certain Conventional Weapons were also convened. The Office organized several workshops in support of disarmament and non-proliferation mandates.

Challenges and lessons learned

The Office has learned that applying a collaborative and synergistic approach with other entities engaged in relevant or similar activities/projects is advantageous. Such an approach could reduce costs and duplicative efforts and could bring about more effective implementation of legislative mandates in the disarmament field. In addition, increasing the use of available information technology applications and programmes could help to streamline processes and reduce costs while decreasing the Office's carbon footprint.

Output implementation rate

176. The above-cited results are based on the implementation of 70 per cent of 1,766 mandated, quantifiable outputs.

177. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 4) and Corr.1).

Executive direction and management

(a) Programme of work is effectively managed

178. The Office for Disarmament Affairs delivered its outputs in an effective and timely manner. Its substantive outputs included advising the Secretary-General on disarmament and non-proliferation issues as well as on emerging and other relevant cross-cutting issues. The Office also efficiently managed its administrative functions, utilizing 98 per cent of its total funding for the biennium and reaching or exceeding the targets for compliance with mandatory staff training in almost all categories.

(b) Timely recruitment and placement of staff

179. The Office manages 62 regular budget posts. At the end of the biennium, the Office's overall vacancy rate was 9 per cent. The average selection time for vacant posts was 133 days. Efforts were made to ensure an expeditious recruitment process, including the timely posting of vacancy announcements in Inspira and the finalization of the interview process.

(c) Improved geographical representation and gender balance of staff

180. In the Office, at the end of the biennium, women in the Professional category and above represented 67 per cent of the staff, while overall female staff representation in that category in the Organization is 47 per cent. In filling vacant posts, due consideration was given to geographical balance and to candidates from unrepresented and underrepresented Member States.

(d) Increased timeliness of submission of documentation

181. The Office reached a 100 per cent compliance rate in terms of timeliness of all documentation to the sixty-sixth session of the General Assembly and to other meetings that it organized. The Office continues to intensify its efforts to ensure that documents submitted by Member States and other international organizations to meetings and conferences are provided within a reasonable time frame.

(e) Identification of emerging issues that require attention by Member States

182. During the biennium, representatives of Member States met with the High Representative on 88 occasions to discuss initiatives and explore ways and means of collaborating with the Office. In addition, the High Representative had numerous interactions with officials from Member States and representatives of think tanks and relevant organizations throughout the biennium, which were impromptu and hence could not be captured in the computation applied for this output. If such ad hoc meetings were to be factored in, the total number of meetings would have exceeded the estimated target of 100. .

(f) Enhanced policy coherence in the management of the disarmament activities of the United Nations

183. During the biennium, the Office undertook 120 joint activities, ranging from meetings, workshops, exhibits and publications, as well as a number of other activities related to weapons collection/destruction of weapons, training of law enforcement officials and development of project proposals. This exceeds the projected target of 95 activities by over 26 per cent.

Subprogramme 1
Multilateral negotiations on arms limitation and disarmament

(a) Effective support for negotiations in the Conference on Disarmament and in conferences and meetings of States parties to various multilateral agreements on arms limitation and disarmament, including non-proliferation in all its aspects at the organizational, procedural and substantive levels

184. During the biennium 2010-2011 the Conference on Disarmament secretariat and the Conference Support Branch at the United Nations Office at Geneva continued to provide substantive and organizational support to the Conference on Disarmament. The appreciation of successive Presidents of the Conference and members of the Conference is documented in the verbatim records of its meetings. Staff participated in seminars and conferences organized by Member States, research institutes and non-governmental organizations and provided support for organizers as well as guidance to the Presidents and coordinators of meetings. In addition, the secretariat and the Branch played an important role in the organizational and substantive support to meetings of various multilateral arrangements, including the review conferences of both the Convention on Certain Conventional Weapons and the Biological Weapons Convention.

(b) Effective support for timely implementation of decisions, recommendations and programmes of action adopted by conferences and meetings of States parties to various multilateral disarmament and non-proliferation agreements

185. The secretariat of the Conference and the Conference Support Branch continued to work with States parties to enable their compliance with their respective reporting obligations under the different multilateral instruments. As a result of the efforts made by the Branch to make the reporting by States parties as smooth and easy as possible, including through the provision of online tools and the creation of confidential webpages, States parties have been forthcoming in providing the required data. Access for Member States and the public to the webpages established and maintained by the Branch increased dramatically over the biennium.

(c) Enhanced expertise of Member States in the field of disarmament and non-proliferation through the United Nations disarmament fellowship, training and advisory services programme, as well as improved gender balance in the participation in the programme

186. The subprogramme continues to attract wide interest in and achieve success through its disarmament fellowship programme. It is notable, for example, that the number of alumni who have assumed disarmament-related positions in their respective administrations is growing. The subprogramme continually improves and

updates the syllabus of the fellowship programme in order to make it more responsive to the contemporary challenges of arms control and disarmament. Increasing the number of female candidates for the United Nations disarmament fellowship has remained a challenge however. Efforts to address this challenge include adding lectures on gender issues to the syllabus of the programme and working closely with representatives of Member States. Overall, the percentage of female participants in the United Nations disarmament fellowship stands at 56 per cent for the biennium.

Subprogramme 2
Weapons of mass destruction

(a) Effective and enhanced facilitation of the process of negotiations, deliberations and consensus-building on disarmament issues, including non-proliferation in all its aspects, and issues of universality relating to weapons of mass destruction, in particular nuclear weapons and delivery systems, by Member States and States parties at their request

187. The Weapons of Mass Destruction Branch provided substantive, organizational and administrative support to the conferences on the non-proliferation of nuclear weapons. The 2010 Review Conference successfully concluded its deliberations in May 2010 with the adoption of a Final Document. The Document, which marks a major accomplishment, contained a 64-point action plan on nuclear disarmament, outlining concrete steps in the areas of nuclear disarmament, nuclear non-proliferation, the peaceful uses of nuclear energy and regional issues, including the Middle East. The Branch also provided substantive and organizational support to the High-level Meeting on Nuclear Safety and Security convened by the Secretary-General in September 2011.

(b) Enhanced knowledge, understanding and multilateral cooperation within the existing mandates, as well as ability to respond to challenges relating to weapons of mass destruction, in particular nuclear weapons, as well as biological and chemical weapons, including terrorism involving weapons of mass destruction

188. Upon request, the Branch organized two regional capacity-building workshops on the implementation of Security Council resolution 1540 (2004) and assisted Member States in holding four regional workshops.[7] The Branch organized and sponsored a meeting of international, regional and subregional organizations on cooperation in promoting the implementation of resolution 1540 (2004). In addition, the Office for Disarmament Affairs contributed to the preparation of a report by the Counter-Terrorism Implementation Task Force Working Group on Preventing and Responding to Weapons of Mass Destruction Attacks, entitled "Inter-agency coordination in the event of a nuclear or radiological terrorist attack: current status, future prospects". The Office also contributed to a number of tabletop and field exercises held by Member States and international organizations on responses to biological weapons attacks and provided substantive support to the preparation of

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[7] Regional workshops for South-East Europe, South-East Asia, countries of the Gulf Cooperation Council and Central Asia. The workshops focused on border and export control, capacity-building and experience-sharing.

the United Nations system-wide study on the implications of the accident at the Fukushima Daiichi nuclear power plant in Japan in 2011.

Subprogramme 3
Conventional arms (including practical disarmament measures)

(a) Increased international action to prevent, combat and eradicate the illicit trade in small arms and light weapons

189. The Conventional Arms Branch provided substantive and administrative support to Member States in their efforts to prevent, combat and eradicate the illicit trade in small arms and light weapons, including the provision of technical advice and logistical and administrative support in organizing meetings. Specifically, during the biennium, the Branch provided assistance to the Chair-designates on substantive matters as well as in organizing informal consultations and conducting discussions with Member States for the following two meetings on the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects: (a) the fourth biennial meeting of States held in July 2010 and (b) the Open-ended Meeting of Governmental Experts in May 2011. The number of actions that States have taken to implement the Programme of Action, as reported in their national reports, rose from 396 in the previous biennium to 503 in the 2010-2011 biennium.

(b) Sustained participation of Member States in United Nations instruments on confidence-building measures in military and security matters and further development of the scope of such instruments

190. During the biennium, the Branch continued to facilitate participation by Member States in work related to the United Nations instruments on arms transparency. Support included providing technical advice and assistance and soliciting submission of reports through notes verbales, faxes, e-mails and phone calls to Member States through their Permanent Missions to the United Nations in New York and national points of contact in their capitals. In 2010, 70 States submitted information to the United Nations Register of Conventional Arms, while 60 States submitted information to the United Nations standardized instrument for reporting military expenditures. In 2011, the corresponding numbers were 85 and 60. The Branch also provided substantive and administrative support for the organization of the meeting of the Group of Governmental Experts on the operation of the standardized instrument, as well as technical advice and support to the First Committee at the sixty-sixth session of the General Assembly for its discussion and review of the report of the Group.

(c) Sustained international cooperation and assistance in promoting practical confidence-building measures in the field of conventional weapons

191. The Branch provided substantive and administrative support to meetings and multilateral deliberations to promote international cooperation and the development of internationally agreed standards and created new means of coordination to facilitate the submission of national reports on practical confidence-building measures by Member States, including: (a) the organization of three sessions of the Preparatory Committee for the United Nations Conference on the Arms Trade Treaty; (b) the creation of a new platform to match needs for assistance with

available financial and technical resources in the Group of Interested States on Practical Disarmament Measures; (c) the organization of a series of meetings and the provision of technical support for the development of the international ammunition technical guidelines; and (d) the signing of a memorandum of understanding between the Office for Disarmament Affairs and the Organization of American States to facilitate and solidify participation in and coordination of the United Nations Register of Conventional Arms.

Subprogramme 4
Information and outreach

(a) Increased utilization and improved access to information materials of the Office for Disarmament Affairs

192. During the biennium, the Information and Outreach Branch published the *United Nations Disarmament Yearbook* (Parts I and II (2010 and 2011)), four occasional papers (Nos. 18-21), *Civil society and disarmament 2010*, a joint effort of the Office for Disarmament Affairs and non-governmental organizations, and the *Disarmament: A Basic Guide* (2012 edition). The website of the Office for Disarmament Affairs, which now includes short videos, was launched in all six official languages of the United Nations in October 2011. The Branch presented a two-year review of the United Nations Disarmament Information Programme (A/65/159) and prepared the two-year compilation on the implementation of the recommendations of the 2002 United Nations study on disarmament and non-proliferation education (A/65/160). The internal publication of the Office for Disarmament Affairs, "Disarmament Digest", continues to be a well-received information product with a growing circulation list. A "Poetry for Peace" contest held on Facebook invited people to listen to hibakusha (A-bomb survivor) testimonies and to respond to their stories in verse. During the month-long competition, 741 poems were submitted by individuals from all over the world.

(b) Better preparedness of States to undertake multilateral deliberations and negotiations in the field of disarmament

193. The Branch continued to disseminate information electronically on a regular basis to its main clients (Member States, academia and non-governmental organizations), including statements by the Secretary-General and the High Representative, updates on developments in multilateral disarmament and international security and the daily "Disarmament Digest". All major publications of the Office for Disarmament Affairs are available online, as are a number of educational videos.

(c) Implementation of the recommendations of the 2002 United Nations study on disarmament and non-proliferation education

194. There was an overwhelmingly positive response from various stakeholders for the implementation of the 34 recommendations contained in the 2002 United Nations study on disarmament and non-proliferation education. The response reflects the renewed interest in disarmament and non-proliferation education worldwide, and it is highly encouraging at a time when the United Nations is promoting this issue as an integral part of academic curricula. In order to sustain this momentum, the Branch added and refined information on disarmament and non-proliferation education on the website

of the Office for Disarmament Affairs (http://un.org/disarmament/education/index.shtml), including "Disarmament Today", a series of podcasts about present-day disarmament issues produced by the Office. The Branch also continued the wide dissemination of its publications, such as the *Disarmament: A Basic Guide*, in both print and online formats.

Subprogramme 5
Regional disarmament

(a) Increased opportunities for regional cooperation, coordination and collaboration among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security

195. At the request of States and subregional and regional entities, the Regional Disarmament Branch undertook a significant number of capacity-building, technical assistance, advocacy and outreach activities in the areas of disarmament, arms control and non-proliferation. It also supported United Nations efforts related to security sector reform, armed violence prevention and reduction and "women and peace and security". Noticeable results included: the elaboration of the Central African Convention for the Control of Small Arms and Light Weapons, Their Ammunition and All Parts and Components That Can Be Used for Their Manufacture, Repair and Assembly (the Kinshasa Convention), the only such instrument in Central Africa; the execution of public security programmes in the Andean and Caribbean regions; and the establishment of the Nepal Working Group on Small Arms and Other Portable Lethal Weapons. The Inter-Institutional Training Course on Combating Illicit Firearms Trafficking, conducted by the United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean, was awarded a best-practice award by United Nations partners and donors.

(b) Greater cooperation, within each region and subregion, among the Office for Disarmament Affairs, States and international, regional and subregional organizations, in the areas of disarmament and non-proliferation in all its aspects, as well as regional and international peace and security

196. The Branch's field programmes and activities contributed to increasing cooperation among the Office for Disarmament Affairs, States and international, regional and subregional organizations. The Branch achieved this by providing opportunities and forums for experience-sharing, dialogue and partnership and transfer of knowledge and expertise among States, subregions and regions.

(c) Enhanced capacity of national, subregional and regional entities to implement measures related to disarmament and non-proliferation in all its aspects as well as regional and international peace and security measures

197. Upon request, the Branch contributed to the deeper understanding of disarmament, non-proliferation and arms control matters by Member States, and by entities within and outside the United Nations system. The Branch trained security sector officials to carry out their responsibilities and provided substantive and technical training and noteworthy legal assistance programmes.

Section 5
Peacekeeping operations

Highlights of programme results

The Department of Peacekeeping Operations and the Department of Field Support continued to provide strategic direction and day-to-day operational guidance to 16 field operations with complex multidimensional mandates and diverse contexts. The Department of Field Support also supported an additional 13 special political missions and AMISOM. Both Departments supported critical aspects of mandate implementation and the most urgent challenges, including: support to the successful referendum in the Sudan; the establishment of a new mission in South Sudan (UNMISS) to assist with the consolidation of peace and security, following independence; and one in the disputed area of Abyei in the Sudan (UNISFA).

Both Departments made progress on the implementation of the New Horizon initiative, including the development of a strategy for early peacebuilding tasks by peacekeepers and a strategic framework for the implementation of protection of civilians mandates; the expansion of the standing police capacity and the establishment of the new justice and corrections standing capacity. As part of the New Horizon initiative, a global field support strategy was developed to improve the efficiency and effectiveness of service delivery to field missions. Early implementation of the strategy included: the establishment of a Global Service Centre, comprising the capabilities at the United Nations Logistics Base at Brindisi, Italy (UNLB) and the United Nations Support Base in Valencia, Spain; the establishment of the Regional Service Centre in Entebbe, Uganda; modular approaches for deployment; human resources reforms; and the strengthening of the financial framework for mission start-up or expansion.

Challenges and lessons learned

The most significant challenges and obstacles to the implementation of the mandate and programme include the need for: continued strong and unified political support of the Security Council for the implementation of peacekeeping mandates, and the authorization of clear, realistic and achievable mandates; provision by Member States and by troop- and police-contributing countries and other countries of the human, financial and logistical resources and capabilities required to successfully implement mandates; support of regional actors and other key Member States in the negotiation/implementation of peace agreements and peacekeeping mandates; donor commitment to key peacekeeping and early recovery activities that are supported by voluntary contributions; managing the need for detailed planning required before launching complex operations without prejudging political decisions made by Member States; and the inadequacy of organizational rules and regulations for mission start-ups and key aspects of mission management, particularly those related to human resources management and procurement.

Output implementation rate

198. The above-cited results are based on the implementation of 100 per cent of 355 mandated, quantifiable outputs.

199. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 5) and Corr.1).

Executive direction and management

(a) Programme of work is effectively managed

200. The Office of the Under-Secretary-General for Peacekeeping Operations is continuing to monitor and evaluate progress made in this field. United Nations peacekeeping remains a dynamic and essential element of the international community's response to international threats to peace and security. It has unique strengths, in particular its ability to deploy and sustain troops and police from around the globe and to integrate them with civilian peacekeepers in order to advance multidimensional mandates. Over the past two decades United Nations peacekeeping has proven flexible and has deployed in many configurations.

(b) Timely recruitment and placement of staff

201. The average selection time for all Professional posts in the Department of Peacekeeping Operations is negatively impacted by the number of seconded officer positions, which require circulation to Member States for 90 days. Further improvement to the process was agreed with the Office of Human Resources Management in 2011.

(c) Improved geographical representation and gender balance of staff

202. The vast majority of positions in the Department of Peacekeeping Operations and the Department of Field Support are not subject to the system of desirable ranges, and as such, recruitment that involves geographical representation is largely for the recruitment of staff who have gone through competitive examinations. During the biennium 2010-2011, major progress was achieved in improving the geographical diversity of both Departments.

(d) Increased timeliness of submission of documentation

203. Out of 10 documents due for submission to the General Assembly in the calendar year 2011 by the Department of Peacekeeping Operations and the Department of Field Support, three were submitted late (30 per cent) and seven were on time (70 per cent).

Subprogramme 1
Operations

(a) Provision of timely, informed advice and recommendations on issues related to peacekeeping to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing and other contributing countries

204. Advice on current and potential peacekeeping operations, mandate implementation, integration and operational needs was provided to the Permanent

Missions of Member States to the United Nations, the African Union, the Economic Community of West African States, the European Union, the International Monetary Fund, the North Atlantic Treaty Organization (NATO), the Organization for Security and Cooperation in Europe, the World Bank, UNDP, UNHCR, the United Nations Children's Fund (UNICEF), the United Nations Office for Project Services, the World Food Programme (WFP), non-governmental organizations and the media.

(b) Effective and efficient direction and support for peacekeeping operations

205. Mission planning processes were completed in line with the substantive and time requirements of the Security Council. Mission priorities included: handover of BINUB to the Department of Political Affairs-led mission; the strengthening of MINUSTAH following the earthquake; the drawdown of MONUC and the reconfiguration of MONUC/MONUSCO; the drawdown of UNMIL; and the closure of MINURCAT.

Subprogramme 2
Military

(a) Reduction of the time required to plan, rapidly deploy and establish the military component of peacekeeping operations in response to Security Council mandates

206. In the biennium, the Office of Military Affairs issued formal notifications to Member States to start force generation within five days of completion of the planning documents. During the reporting period, several military (including helicopter, aviation and artillery), engineering and medical units were deployed for UNIFIL, UNMIS, MINURCAT, UNAMID, MINUSTAH, UNOCI, UNISFA and UNAMI.

(b) Increased efficiency and effectiveness of the military components of peacekeeping operations

207. Funding was not approved to conduct the evaluation of military components during the biennium.

Subprogramme 3
Rule of law and security institutions

(a) Reduction of the time required to plan, rapidly deploy and establish rule of law and security components of peacekeeping operations in response to Security Council mandates

208. During the biennium, the subprogramme enhanced the United Nations rule of law response capacity by establishing the justice and corrections standing capacity. Within days of requests, the justice and corrections standing capacity was rapidly deployed to UNOCI and UNMISS (4 days after the adoption of resolution 1996 (2011) by the Security Council), and the standing police capacity team deployed new police components to two missions (UNISFA in June 2011, and UNMISS in July 2011).

(b) Increased efficiency and effectiveness of the rule of law, security and mine-action components of peacekeeping operations

209. The vacancy rate in police components of field missions has been reduced from 30 per cent to 18.5 per cent and efforts are under way to address gender imbalance and the recruitment of senior personnel.

(c) Targeted marking, fencing, clearance and mine-risk education in affected countries and communities

210. The measurement of casualty rates is done as part of the inter-agency mine action strategy. While the figures on casualties vary from country to country, and some countries have shown an increase with the advent of new or renewed conflict, the overall trend is towards a reduction in the number of victims year on year. Further data will be made available upon completion of the ongoing review of the inter-agency strategy.

Subprogramme 4
Policy, evaluation and training

(a) Develop or facilitate the development and provision of timely policies, procedures and standard operating procedures related to the needs of the Department of Peacekeeping Operations, the Department of Field Support and field missions

211. A large number of policies, standard operating procedures and policies have been developed and promulgated to staff in the Department of Peacekeeping Operations and the Department of Field Support, both in the field and at Headquarters. A new online database was launched to facilitate access to the policies, standard operating procedures and policies that have been developed.

(b) Support the continued development of the Department intranet site as the primary vehicle for delivery of policies, procedures and standard operating procedures to field mission personnel

212. To ensure that the intranet remains a one-stop-shop for Department of Peacekeeping Operations and Department of Field Support staff, the Policy, Evaluation and Training Division produced a number of policy, guidance and best practice documents during the biennium. The number of user visits (59,385) and document downloads (127,673) for the period from December 2009 to December 2011 clearly indicates that the interface is being used on a regular basis. The Division also supported the migration from the old intranet to the "Peace Operations" intranet by contributing new content.

(c) Conduct or support the conduct of training for all deploying peacekeepers based on United Nations standardized training materials

213. All deploying civilian, police and military personnel received predeployment or induction training based on the standardized training materials provided by the Integrated Training Service.

(d) Peacekeeping training materials are updated and made available to troop- and police-contributing countries and civilian personnel

214. Training standards are available to all troop- and police-contributing countries and peacekeeping operations.

(e) Evaluations of mission performance and follow-up result in improved policy, procedures and training and more effective management in both field missions and at Headquarters

215. Twelve evaluations were conducted during the biennium and two are going through the finalization process.

(f) Development of strategic and operational frameworks for operational cooperation with partners in peacekeeping operations to enable effective and integrated operations in field missions

216. In 2010, the Department of Peacekeeping Operations supported a process led by the Department of Political Affairs to establish cooperation frameworks with the Collective Security Treaty Organization and the Shanghai Cooperation Organization. The Secretaries-General of the United Nations and the Collective Security Treaty Organization signed a joint declaration on 18 March 2010 committing them to closer collaboration, including in the peacekeeping arena. In 2011, the Department of Peacekeeping Operations developed a memorandum of understanding with the Collective Security Treaty Organization to deepen peacekeeping cooperation. The memorandum is to be signed in 2012. Working with United Nations partners, the Department also facilitated and contributed to the decision of the Secretary-General of 4 May 2011 on further United Nations integration in the field. In addition, the Department participated in a Summit of the Association of Southeast Asian Nations (ASEAN) and took part in workshops about cooperation between the two organizations. The United Nations and the Association of Southeast Asian Nations signed a joint declaration on cooperation in November 2011.

Subprogramme 5
Department of Field Support

(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

217. UNOAU, based in Addis Ababa, was established effective 1 July 2010. At the end of September 2010, three out of the five critical vacancies were filled, resulting in a 60 per cent incumbency rate for critical positions. UNOCA was inaugurated in Libreville on 2 March 2011. Out of four critical positions, two had been filled on a priority basis by end of June and one is about to be filled. UNSMIL was established on 16 September 2011, following the mandate of the Security Council in its resolution 2009 (2011), for an initial period of three months. Recruitment started prior to the mandate in anticipation of such authorization. As per the initial budget, out of 196 (international and national) posts approved, 24 are considered as critical (P-5 and above). As at December 2011, 54 per cent of critical posts were encumbered.

(b) Increased efficiency and effectiveness of peacekeeping operations

218. Two missions (UNIOGBIS and BINUCA) started their activities effective 1 January 2010. As of 31 December 2010, the respective vacancy rates at the missions were 17.2 and 17.5 per cent. From the inception of the missions, it was stated that a key component of the transition process to integrated peacebuilding offices in Guinea-Bissau and the Central African Republic was the timely recruitment and deployment of mission staff. In order to facilitate the recruitment process and ensure that all positions were filled in a timely manner, both the Department of Political Affairs and the Department of Field Support, in consultation with the missions, implemented a human resources action plan, clearly listing the necessary tasks and timelines for the recruitment process. A recruitment specialist was deployed to BINUCA to support the recruitment of national and international staff. In the case of UNIOGBIS, a dedicated team at Headquarters was assigned to speed up the recruitment process. The result was a vacancy rate at the two missions of 17.2 per cent and 17.5 per cent, respectively.

Subprogramme 6
Integrated support services

(a) Reduction of the time required to plan, rapidly deploy and establish peacekeeping and other operations in response to Security Council mandates

219. The Logistics Service Division of the Department of Field Support initiated a strategic assessment and capability analysis of strategic deployment stocks, in cooperation with the implementation coordination team of the global field support strategy, to assess the efficacy and modalities of strategic, operational policies and procedures in order to better align the management of strategic deployment stocks with identified missions needs. As a result, an initial revision of the composition of strategic deployment stocks was carried out by a working group tasked with ensuring that the technical nature of the current composition of the stocks reflects identified standardization requirements and the vision of the Department of Field Support of doing "more with less". Towards that end, the strategic deployment stocks Steering Group has identified items to be rotated out because they are deemed to be not strategic or because statistics on equipment rotation have identified them as slow or non-moving items. With reference to items to be retained, a decision has been taken that a minimum stock capacity will be retained to ensure supply to the operations supported by the Department of Field Support, in line with the existing concept of strategic deployment stocks.

(b) Increased efficiency and effectiveness of peace operations and special political missions supported by the Department of Field Support

220. All peacekeeping operations, special political missions and the United Nations Logistics Base at Brindisi, Italy (UNLB) were provided with ICT support. Agencies, funds and programmes were also provided with ICT support, as required.

United Nations Truce Supervision Organization

(a) The Security Council is informed in a timely manner of non-compliance with its resolutions

221. The United Nations Truce Supervision Organization (UNTSO) continued to report on the situation in its area of operations. It provided careful data collection, tight analysis and timely reporting on activities at the tactical and strategic levels. UNTSO leveraged its existing resources, particularly through its liaison offices in Egypt, Israel, Lebanon and the Syrian Arab Republic, and consolidated its analytic capacity at its headquarters in Jerusalem. Those actions made its reports more valuable and enhanced, through a regular pattern of liaison visits by the head of mission, relations with its host nations.

United Nations Military Observer Group in India and Pakistan

(a) The presence of United Nations military observers in established field stations on both sides of the line of control to monitor ceasefire violations

222. UNMOGIP maintained an effective United Nations presence on both sides of the line of control in accordance with its mandate. There are seven established field stations on the Pakistan side of the line and three on the Indian side, one field station (Baramula) remains closed. The monitoring of ceasefire violations was efficiently and effectively conducted through the conduct of investigations, observation posts, field trips and road reconnaissance. UNMOGIP operations in the Indian side of the line were limited to administrative movements and communications, due to restrictions imposed by the host country. The mission, through the performance of its mandate, has made a great contribution to the maintenance of the ceasefire and the cessation of hostilities between India and Pakistan along the line of control.

(b) Effective, efficient patrolling, inspecting and investigation of ceasefire violations

223. During the biennium, UNMOGIP continued conducting operational tasks according to its mandate, taking into account the limitations imposed by weather and road conditions, as well as the host Governments. Weather conditions have a great impact on the operations of the mission owing to the nature of the terrain in Kashmir. Operations on the Indian side of the line of control remain limited to administrative movements.

Section 6
Peaceful uses of outer space

Highlights of programme results

During the biennium the programme strengthened its position as a key actor in the promotion of international cooperation in outer space affairs. The programme's assistance to Member States resulted in action by more countries to advance their adherence to and application of space regulatory frameworks. The Human Space Technology Initiative and a new series of activities on the application of space technology for socioeconomic benefits were launched. A new long-term fellowship programme was initiated under the Basic Space Technology Initiative. The programme also established seven additional regional support offices of UN-SPIDER and provided support to 32 disaster events and to 23 countries in using space-based information for disaster management. A new partnership was established with the World Meteorological Organization (WMO) on space weather and climate change, and cooperation between the programme's regional centres and other entities was advanced. A special commemorative segment, including an astronaut/cosmonaut panel, was held during the fifty-fourth session of the Committee on the Peaceful Uses of Outer Space, to celebrate both the 50-year anniversary of the Committee's establishment and 50 years of human space flight. The extensive international exhibition, held alongside other public awareness and outreach events, attracted over 7,000 visitors.

Challenges and lessons learned

The conclusion of exchanges of letters with hosting Member States, in line with the standard United Nations clauses (as set out in ST/AI/342) continues to be problematic, with an increasing number of Member States wishing to renegotiate provisions they previously found to be acceptable, as well as issues with countries that consistently refuse to accept standard United Nations clauses. The global economic crisis has had an adverse impact on the programme's ability to mobilize the resources required to meet requests from Member States for technical assistance and advisory support, including in the area of space law and policy, technology applications and disaster management. In addition, security and safety issues have increasingly had an influence on the ability of the programme to implement scheduled activities.

Output implementation rate

224. The above-cited results are based on the implementation of 99 per cent of 319 mandated, quantifiable outputs.

225. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 6)).

Programme accomplishments

(a) Greater understanding, acceptance and implementation by the international community of the legal regime established by the United Nations to govern outer space activities

226. The programme was implemented during the sessions of the Committee on the Peaceful Uses of Outer Space and of its Legal Subcommittee, the annual workshop on space law and through technical legal assistance to Member States. As a result of the assistance provided to Member States, the United States of America and Japan registered flight elements of the International Space Station. Algeria, Canada, China, Denmark, Japan, Spain, Sweden, Turkey and the European Space Agency began to

use the model registration form created by the programme to harmonize registration practices. Estonia acceded to the Outer Space Treaty and Costa Rica and Libya acceded to the Registration Convention. Austria adopted its national space law and Bolivia (Plurinational State of) and Mexico established national space agencies.

(b) Strengthened capacities of countries in using space science and technology and their applications in areas related, in particular, to sustainable development

227. Under the programme, 18 activities were organized to strengthen national capacities to use space science and technology applications. Through the Basic Space Technology Initiative the programme launched a new long-term fellowship programme for postgraduate study in nano-satellite technology. The Human Space Technology Initiative, aimed at building space science and technology development capacity through utilizing the International Space Station and other relevant resources, was launched. The programme also commenced a new series of workshops on space technology applications for socioeconomic benefits. Member States continued to take advantage of the platform provided by the United Nations to continue, within the framework of the International Committee on Global Navigation Satellite Systems, to improve the compatibility and interoperability of such systems and coordinate service provision.

(c) Increased coherence and synergy in the space-related work of entities of the United Nations system and international space-related entities in using space science and technology and their applications as tools to advance human development and increase overall capacity development

228. The programme succeeded in establishing partnerships with WMO, the Asia-Pacific Space Cooperation Organization, the Bangladesh Astronomical Society, the Environmental Systems Research Institute, DigitalGlobe, the Secure World Foundation and the South African Astronomical Observatory to promote awareness and strengthen capacity in the use of space science and technology. The programme also worked with the secretariat of the United Nations Framework Convention on Climate Change and WMO in relation to climate change, continued its collaboration with the International Atomic Energy Agency (IAEA) in relation to the use of nuclear power sources in outer space and supported a new agreement between the United Nations-affiliated Centre for Space Science and Technology Education in Morocco and the National Aeronautics and Space Administration (NASA) under the International Space Weather Initiative.

(d) Greater understanding, acceptance and commitment by countries and relevant international and regional organizations on ways at accessing and developing the capacity to use all types of space-based information to support the full disaster management cycle

229. The programme provided technical advisory support to 23 countries, enhanced the UN-SPIDER Knowledge Portal and provided support to a number of international and regional workshops as well as expert meetings. In addition, support was provided for a total of 32 disaster events, including the earthquakes in Japan and Pakistan, drought in the Horn of Africa and floods in Ghana, Namibia, Nigeria and Thailand.

Section 8
Legal affairs

Highlights of programme results

The Office of Legal Affairs continued to provide legal advice on matters concerning international peace and security and transitional justice, including advice on the rules of procedure of different United Nations organs and on defending the privileges and immunities of United Nations staff and premises worldwide. There were no instances during the biennium in which the privileges and immunities of the United Nations were not maintained in respect of matters referred to the Office of Legal Affairs unless such matters were waived by the Office itself. During the biennium 2010-2011, claims against the Organization totalling some $187.1 million were resolved for less than $44.9 million, a reduction in actual liability from that claimed of some 76 per cent. The Office continued to serve as the secretariat of, and provide substantive support to, a number of legal bodies, including the Sixth Committee of the General Assembly and the International Law Commission. The most significant achievements during the 2010-2011 biennium relate to the work of the Commission. In addition, the Office continued to maintain and further develop the Audiovisual Library of International Law, with the addition of new lectures and historic audiovisual materials. The Audiovisual Library has now been accessed by over 150,000 individuals and institutions in 192 Member States.

Challenges and lessons learned

One of the main lessons learned regarding the provision of legal advice to the Secretary-General and the Departments of the Organization has been to continue to encourage clients to bring requests for advice to the attention of the Office at the earliest possible stage. The situation has continued to improve, indicating that the Office should maintain efforts to draw attention to this issue.

The need for the United Nations to provide an adequate response to the increased requests from States related to the law of the sea, in terms of support to various meetings addressing increasingly complex issues, the preparation of highly specialized reports, assistance to and development of outreach programmes for developing States and the wider dissemination of information in the six official languages of the Organization requires that the capacity of the Office be continuously strengthened.

Output implementation rate

230. The results achieved by the Office of Legal Affairs are based on the implementation of 82 per cent of 1,943 mandated, quantifiable outputs.

232. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 8)).

Executive direction and management

(a) The programme of work is effectively managed

232. Regular formal meetings between the Legal Counsel and the Directors of each Unit of the Office of Legal Affairs, regular meetings of the Office's Management Committee and mini-town hall meetings between the Legal Counsel and the staff members of individual units support the timely provision of advisory services and the substantive servicing of meetings. Representation of the Secretary-General at legal conferences and legal proceedings has been undertaken as required and the provision of legal advice to the Secretary-General has been provided on an ongoing basis.

(b) Timely recruitment and placement of staff

233. As at 31 December 2011, the overall vacancy rate within the Office was 0.6 per cent for the 144 posts managed under the regular budget. The average selection time for vacant posts was 140 days over the biennium. With the streamlining of the work of the Executive Office, there is an increased effort to ensure timely posting of vacancy announcements in Inspira and the efficient handling and finalization of interview processes. The use of the roster and generic job descriptions has allowed the Office to maintain a good record in the filling of vacant posts.

(c) Improved geographical representation and gender balance of staff

234. The Office makes every effort to fill all posts, bearing in mind the need for the equitable geographical distribution of staff in the Secretariat. In the 2010-2011 biennium, the Office achieved a 37.5 per cent rate of recruitment of staff from unrepresented and underrepresented Member States as compared to overall geographical recruitment. The overall rate of representation for female staff in the Professional and higher categories in the Office of Legal Affairs is 53 per cent. As at 31 December 2011, the recruitment of female staff in the Professional category was close to 75 per cent.

(d) Increased timeliness of submission of documentation

235. The performance of the Office of Legal Affairs in this area is strong, exceeding the set objective. In 2010, 61 of 61 documents were submitted by slot date (100 per cent). While the figure for 2011 is not yet available, it is believed that it will be close to 100 per cent.

(e) Enhanced coordination in the work of legal advisers and legal liaison officers of the United Nations system

236. The six coordination meetings held during the 2010-2011 biennium allowed legal advisers working in a variety of fields and organizations to exchange experiences and share information on issues of common interest. The meetings also provided the Office of Legal Affairs with the opportunity to brief legal

representatives from the specialized agencies, the funds and programmes, peacekeeping operations and special political missions on issues of developing importance and of common interest. These meetings are major events on the calendar of the Legal Counsel and other senior officials of the Office. They require extensive preparation and close coordination with all participants.

Subprogramme 1
Provision of legal services to the United Nations system as a whole

(a) Provision of qualitative and timely legal advice, thus facilitating the functioning of the principal and subsidiary organs of the United Nations in accordance with international law, including the United Nations legal regime and supporting international justice mechanisms, as mandated

237. During the biennium, the Office of the Legal Counsel provided legal advice on a consistent basis on, inter alia: rules of procedure to the chairs of intergovernmental organs and conference servicing bodies; privileges and immunities to United Nations offices, funds and programmes; and advice to international criminal courts and tribunals mandated by the United Nations. This advice advanced expeditious decision-making by intergovernmental organs, in accordance with relevant rules and regulations, and provided an effective defence of the international status of the United Nations and its funds and programmes. Through the work of the Office of Legal Affairs, Member States and United Nations offices are familiarized with the legal framework of the United Nations.

Subprogramme 2
General legal services provided to United Nations organs and programmes

(a) Maximization of the protection of the legal interests of the Organization

238. During the biennium, there were no instances in which, unless waived, the privileges and immunities of the Organization were not maintained by the Office of Legal Affairs.

(b) Minimization of the legal liabilities of the Organization

239. During the biennium, claims against the Organization totalling some $187.1 million were resolved for less than $44.9 million, a reduction in actual liability from that claimed of some 76 per cent.

Subprogramme 3
Progressive development and codification of international law

(a) Progress in the formulation of legal instruments

240. The Codification Division of the Office of Legal Affairs continued to serve as the secretariat of, and to provide substantive support to, a number of legal bodies, including the Sixth Committee of the General Assembly and the International Law Commission. The Sixth Committee continued its efforts aimed at the completion of the draft comprehensive convention on international terrorism. The most significant achievements during the biennium relate to the work of the Commission, which concluded its most recent five-year plan in 2011. The Codification Division contributed to this work through: its research on various topics; the preparation of analytical studies, background papers and numerous parliamentary documents; and

provision of expert legal advice and servicing assistance. The Commission adopted three major texts: the articles on the responsibility of international organizations; the articles on the effects of armed conflicts on treaties; and the guidelines on the reservations to treaties. The articles on the responsibility of international organizations are of particular interest to the work of the Office of Legal Affairs.

(b) Wider appreciation and understanding of international law

241. The Codification Division continued to conduct the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law, established by the General Assembly in 1965. During the 2010-2011 biennium, the Division conducted the International Law Fellowship Programme, in cooperation with The Hague Academy of International Law, which constitutes the most comprehensive high-quality international law training offered by the United Nations. It also conducted regional courses in international law for Asia and Africa. The Division continues to maintain and develop the Audiovisual Library of International Law with the addition of new lectures and historic audiovisual materials, subject to available resources. The Audiovisual Library has now been accessed by over 150,000 individuals and institutions in 192 Member States. The future of both the regional courses and the Audiovisual Library is uncertain owing to the severe financial crisis, which impacts the regular budget as well as voluntary contributions.

Subprogramme 4
Law of the sea and ocean affairs

(a) Increased capacity of Member States and intergovernmental organizations for the uniform and consistent application of the United Nations Convention on the Law of the Sea and the related implementing agreements

242. The Office of Legal Affairs, through the Division for Ocean Affairs and the Law of the Sea, continues to contribute to the uniform and consistent application of the Convention on the Law of the Sea and the related implementing agreements by providing more efficient assistance to the meetings of the United Nations and the Convention bodies concerned with the implementation of those instruments and by issuing the comprehensive annual report of the Secretary-General on oceans and the law of the sea, the annual reports on sustainable fisheries and other publications. As a result, the number of States parties to the Convention and the agreements increased from 375 in 2009 to 381 at the end of December 2011. The expected accomplishments, as measured by all the performance indicators, exceeds the target levels for the biennium.

(b) Increased opportunities for States to derive benefits from the oceans and seas in conformity with the United Nations Convention on the Law of the Sea and the related implementing agreements

243. The Office of Legal Affairs, through the Division for Ocean Affairs and the Law of the Sea, assisted States in deriving benefits from the seas and the oceans in several ways, including by continuing to provide efficient support and assistance to States making submissions to the Commission on the Limits of the Continental Shelf. As a result of those activities, the number of submissions to the Commission grew from 51 in 2009 to 59 in December 2011. The Division was involved in 48

capacity-building activities, 25 more than the 23 originally planned capacity-building activities aimed at improving the sustainable development and the equitable and efficient utilization of the resources in the oceans and seas. During the biennium, the Division also organized, participated in or contributed to 96 activities (well beyond the target of 38) aimed at increasing the cooperation relating to the conservation and sustainable use of marine living resources and, in particular, biodiversity in areas beyond national jurisdiction.

(c) Increased cooperation of intergovernmental organizations in the work of processes formed by the General Assembly, such as the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea

244. The cooperation among intergovernmental organizations in the work of processes established by the General Assembly, particularly in the work of the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea, continued to increase in the course of the biennium. The number of substantive contributions made by the intergovernmental organizations to the annual reports of the Secretary-General to the General Assembly on oceans and the law of the sea, including special reports, grew from 101 in 2009 to 129 in 2011. In the biennium, 183 intergovernmental and non-governmental organizations participated actively in the discussions related to the work of processes established by the General Assembly in 2011. Expected accomplishments, as measured by all the performance indicators, exceed the target levels for the biennium.

(d) Increased cooperation between intergovernmental organizations and the Division for Ocean Affairs and the Law of the Sea in the coordination on oceans-related issues

245. The Division for Ocean Affairs and the Law of the Sea participates in the meetings of: UN-Oceans, the inter-agency coordination mechanism on ocean and coastal issues within the United Nations system; the Joint Group of Experts on the Scientific Aspects of Marine Environmental Protection; and ad hoc oceans-related inter-agency groups/mechanisms. The Division also continued to carry out other joint activities with other intergovernmental organizations, including joint studies and responses to requests for assistance. By the end of 2011, the Division participated in 61 joint activities compared to 29 at the end of the 2008-2009 biennium. The excepted accomplishment, as measured by the performance indicator, is beyond the target level for the biennium.

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

(a) Contributions to the modernization of trade law and practices and reduction of legal uncertainties and obstacles posed by inadequate and disparate laws

246. The specialized unit dealing with technical assistance and coordination placed particular emphasis on promoting adoption and use of the most recent texts of the United Nations Commission on International Trade (UNCITRAL), which has resulted in improved response on those texts from recipient States. The number of case law decisions based on UNCITRAL texts constitutes objective evidence of their practical use in business transactions, and the number of cases communicated

to the UNCITRAL secretariat reveals a clear increase in the number of references to UNCITRAL texts in case law. Unfortunately, it must also be noted that not all cases are reported to the secretariat by its network of national correspondents, who were encouraged to report more thoroughly on case law based on UNCITRAL texts rendered in their respective countries. Additional sources of information regarding judicial decisions referring to UNCITRAL texts are also being considered.

(b) Contributions to increased understanding of international trade law issues and reliance on UNCITRAL standards

247. During the biennium, the work of UNCITRAL was discussed in a number of new publications, accompanied by an increase in references to UNCITRAL in legal databases. The number of page views on the UNCITRAL website, which have increased in recent years, are an indirect but significant way of assessing the level of external interest in texts developed by UNCITRAL. The website, which is regarded worldwide as a prominent source of information on trade law, is available in all six official languages of the United Nations. Visits to the UNCITRAL website reveal a constantly increasing interest in pages in languages other than English.

(c) Improved coordination and cooperation among international organizations active in the field of international trade law

248. During the biennium, the Office of Legal Affairs conducted research, prepared coordination papers and organized and attended coordination and consultation meetings, leading to a greater general awareness of work programmes and activities of relevant international organizations, including the identification of areas of mutual interest and of opportunities, and the need for enhancing coordination and cooperation efforts to avoid duplication and overlap. The specialized unit dealing with technical assistance and coordination identified and pursued opportunities for joint activities, which resulted in more activities and better focus. In a particularly significant step to increase the outreach of UNCITRAL to developing countries and to foster greater awareness of the need for law reform in the field of international trade law and coordination with regional economic organizations, an UNCITRAL Regional Centre for Asia and the Pacific was established in the Republic of Korea, with support from the Government.

(d) Facilitation of the work of UNCITRAL

249. The ratings given by delegates to the UNCITRAL secretariat show a high level of satisfaction. However, the small number of replies received each year suggests that delegates and observers of the Member States do not consider it crucial to specifically evaluate the UNCITRAL secretariat. The overall satisfaction of the clients of the UNCITRAL secretariat is also reflected in statements by delegates to the Sixth Committee and in letters of appreciation occasionally received throughout the reporting period.

Subprogramme 6
Custody, registration and publication of treaties

(a) Improved access to international treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat

250. During the biennium, the Treaty Section made good progress in improving access to international treaties deposited with the Secretary-General, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat. In particular, 142 volumes of the *United Nations Treaty Series* were prepared by the Treaty Section, 2,661 treaties and 1,723 treaty actions were registered and 3,378 depositary notifications were processed. The website of the Treaty Section was frequently consulted, averaging 275,050 page views monthly.

(b) Promotion of broader State participation in the multilateral treaty framework

251. During the biennium, the Treaty Section promoted participation in the treaties deposited with the Secretary-General through the annual treaty event and special events, as well as capacity-building activities. In 2010, 77 per cent of Member States effected treaty actions and 86 per cent took such action in 2011. The level of participation in the multilateral treaty framework is ultimately dependent on the actions of States to participate in the treaty framework by signing, ratifying or acceding to treaties.

(c) Enhanced familiarity with and understanding by Member States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties with the Secretariat

252. In 2010 and 2011, the Treaty Section made increased efforts to disseminate information on the procedures for the deposit, by States and intergovernmental organizations, of treaty actions and the submission of treaties and treaty actions for registration, including through training seminars, and the provision of advice and assistance. Its efforts have facilitated the submission of instruments for deposit and treaties and treaty actions for registration in proper form, thus facilitating timely processing.

(d) Increased respect for the international treaty framework

253. During the biennium, the training seminars conducted by the Treaty Section in collaboration with other United Nations partners at Headquarters and in the regions continued to receive very positive feedback from Member States and other participants. The Section also continues to respond to a substantial number of requests for advice and assistance from States, United Nations offices, the specialized agencies and other treaty bodies on depositary and registration-related questions.

Section 9
Economic and social affairs

Highlights of programme results

During the biennium, the Department of Economic and Social Affairs, while continuing to promote the United Nations development agenda, further strengthened the core areas of its work: (a) support to intergovernmental processes; (b) policy analysis; and (c) capacity development. The Department, as the dedicated secretariat for the United Nations Conference on Sustainable Development, intensified its support for the preparatory process for the Conference, as the process goes into high gear. At the request of the Secretary-General, the Department also started, along with UNDP, the substantive work on the post-2015 United Nations development agenda.

The Department supported a number of intergovernmental processes, including: the Development Cooperation Forum, held within the framework of the high-level segment of the Economic and Social Council (July 2010) and the Council's annual ministerial reviews on commitments related to gender equality and the empowerment of women (July 2010) and education (July 2011); the five-year review of the Mauritius Strategy for the Further Implementation of the Barbados Programme of Action for the Sustainable Development of Small Island Developing States (September 2010); the 15-year reviews of the outcomes of the World Summit for Social Development (Copenhagen, 1995) and the Fourth World Conference on Women (Beijing, 1995); the Fourth (March 2010) and Fifth (December 2011) High-level Dialogues on Financing for Development; the annual sessions of the Committee of Experts on Public Administration (April 2010 and 2011); and the informal thematic debate on international migration and development (May 2011). In addition, the Department coordinated substantive and organizational support for the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals (September 2010). The Department has acted as the secretariat for the International Year of Youth (August 2010-2011) and the Second United Nations Decade for the Eradication of Poverty (2008-2017) and the International Year of Forests (2011). It launched the first World Statistics Day (20 October 2010) and the International Year of Cooperatives (2012). The 2010 issue of *World Population Prospects* was widely used to underpin research and policymaking.

Challenges and lessons learned

In 2010-2011, the Department took further steps to strengthen programme management, delivery and evaluation by setting up an evaluation team in the Office of the Under-Secretary-General and leading a Department-wide evaluation network. It enhanced programme collaboration with other entities, including through Executive Committee on Economic and Social Affairs, which it convenes, and through the United Nations Development Group, of which it is a member. The undertaking of joint activities and collaborative initiatives enabled the Department to provide more efficient and effective support to Member States and promoted the identification of potential opportunities for collaboration and the exploitation of synergies for enhanced policy coherence. Advance planning and good communications enhanced the Department's normative, analytical and capacity development work in the social, economic and environmental fields.

Output implementation rate

254. The above-cited results are based on the implementation of 92 per cent of 2,769 mandated, quantifiable outputs.

255. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 9)).

Executive direction and management

(a) Programme of work is effectively managed

256. Continuous efforts have been made to ensure timely delivery of outputs and services and effective and efficient use of resources. The Department achieved an overall output implementation rate of 94 per cent (as compared to 91 per cent in 2008-2009). The budget utilization rate was 99.6 per cent (as compared to 93.6 per cent in 2008-2009).

(b) Timely recruitment and placement of staff

257. The Department continues to make an effort to reduce the time taken for the selection process. In this connection, status of vacancies covering anticipated vacancies due to attrition as well as vacancies resulting from other movements of staff continue to be circulated to all programme managers on a regular basis to assist with the timely planning and filling of vacancies. In addition, the workshops provided by the Office of Human Resources Management on the use of Inspira for hiring managers and staff involved in the use of the system have produced some improvements during the course of the biennium.

(c) Improved geographical representation and gender balance of staff

258. The Department continues to make an effort to improve its performance in the area of geographical representation and overall gender balance of staff as well as to improve gender balance at the senior level.

259. In the area of geographical representation, a systematic review of external candidates from unrepresented and underrepresented Member States continues to be conducted by programme managers in order to identify and give priority to qualified candidates from those countries. The percentage of recruitment from such Member States is 100 per cent for the biennium 2010-2011, as compared to 21.2 per cent for the biennium 2008-2009.

260. With respect to gender balance, priority consideration in the selection decision continues to be given to internal female candidates whose qualifications are equal to male candidates. A systematic review of all external female candidates continues to be undertaken by programme managers in order to identify and give priority consideration to qualified female candidates. At the end of the biennium 2010-2011, the female representation at the Professional level and above was 55 per cent, compared to 45.2 per cent at the end of the previous biennium.

(d) Increased timeliness of submission of documentation

261. In 2010, 196 official presession documents were slotted for submission; of those, 174 documents were submitted on time, resulting in a submission compliance rate of 89 per cent. In 2011, submission compliance improved even further: 194 official presession documents were slotted for submission, 181 of those documents were submitted on time resulting in a submission compliance rate of 93 per cent. This represents a considerably improved submission compliance compared to the previous reporting periods: the submission compliance rate was 78 per cent in 2008 and 85 per cent in 2009.

(e) Enhanced policy coherence in the management of the economic and social activities of the United Nations Secretariat through the support of the Executive Committee on Economic and Social Affairs

262. The Department initiated specific and focused activities with the Executive Committee on Economic and Social Affairs, including (a) coordinated support for the preparation of the United Nations Conference on Sustainable Development; (b) e-consultations for scanning and scouting development priorities for 2011; (c) establishment of the Lead Economists' Network for the improved coordination of research and analytical work and (d) substantive work on the post-2015 United Nations development agenda.

263. The undertaking of joint activities and the launching of the Lead Economists' Network contributed not only to more efficient and effective support to Member States but also to identification of potential opportunities for collaboration and the exploitation of synergies for enhanced policy coherence.

264. The Department also provided strong support to the Executive Committee on Economic and Social Affairs in the consultation processes of the Secretary-General's Policy Committee.

Subprogramme 1
Economic and Social Council support and coordination

(a) Strengthened role of the General Assembly and the Economic and Social Council in policy development, coordination and coherence to facilitate and monitor progress in implementing the internationally agreed development goals and in strengthening the linkage between policy and operational activities for development, including through the annual ministerial review and the Development Cooperation Forum

265. The Office for Economic and Social Council Support and Coordination continued to support the Council and the General Assembly as platforms for addressing development issues. In 2010, the Department provided substantive support

to the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals, which provided a road map for the achievement of the Millennium Development Goals by 2015 and produced a report on the agreed initiatives.

266. The 2010 annual ministerial review of the Economic and Social Council, which focused on gender equality and the empowerment of women, produced a ministerial declaration on that subject. The 2010 Development Cooperation Forum enabled broad interaction among stakeholders. At its operational activities segment, the Council recommended ways to enhance the support of the United Nations system to Governments in working towards the internationally agreed development goals. The Council's 2011 annual ministerial review focused on implementing the internationally agreed development goals on education. The outcome was a ministerial declaration calling for more effective and efficient international cooperation to achieve the "Education for All" goals.

(b) Enhanced role of the Economic and Social Council in guiding its subsidiary bodies and in promoting coordination and coherence in the activities of the United Nations system

267. The Department continued to support the efforts of the Economic and Social Council to provide the United Nations system with cross-sectoral coordination and overall guidance on a system-wide basis, including through its resolution 2010/24 on the role of the United Nations system. The General Assembly, in its resolution 65/138, recognized the valuable role played by the Office for Economic and Social Council Support and Coordination as focal point within the Secretariat on the promotion of interreligious and intercultural dialogue, and encouraged it to continue to interact and coordinate with the relevant entities of the United Nations system and to coordinate their contribution to the intergovernmental process. With regard to its functional commissions, the Council continued the practice of holding meetings of the chairs and the Bureau in January 2010 and February 2011. Opportunities for interventions by non-governmental organizations also increased.

(c) Enhanced role of the Economic and Social Council in the area of post-conflict reconstruction and development, including its enhanced interaction with the Security Council as mandated by the Economic and Social Council

268. The Department continued to enhance the role of the Economic and Social Council in the area of post-conflict reconstruction and development. The special policy dialogue on the role of women in countries in special situations and the joint special event of the Economic and Social Council and the Peacebuilding Commission on peacebuilding and the Millennium Development Goals attracted widespread interest. The Office also continued to provide support to the Council's Ad Hoc Advisory Group on Haiti. In 2010, the Council adopted resolution 2010/28, extending the mandate of the Advisory Group until the substantive session of the Council in 2012. In 2011, the Council adopted resolution 2011/43 on support to South Sudan, requesting the Secretary-General to report to the Council on the situation in South Sudan in 2012. During the reporting period, the President of the Council was invited to take part in Security Council meetings on gender and conflict.

Subprogramme 2
Gender issues and advancement of women

269. By its resolution 64/289, the General Assembly decided to establish, as a composite entity, the United Nations Entity for Gender Equality and the Empowerment of Women, to be known as UN-Women, to be operational by 1 January 2011. The Assembly transferred and consolidated in this new entity the existing mandates and functions of the Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women of the Secretariat as well as those of the United Nations Development Fund for Women (UNIFEM) and the International Research and Training Institute for the Advancement of Women (INSTRAW). The Assembly, by its resolution 65/259, further approved an appropriation under a new section 37 (UN-Women) of the programme budget for the biennium 2010-2011. Consequently, revisions to the programme aspects for the biennium 2010-2011 were approved by the Committee for Programme and Coordination in its report (A/66/16). The strategic framework for this subprogramme for the biennium 2010-2011 has been revised pursuant to General Assembly resolution 65/259 (sect. VI, para. 10) and the programme performance reporting for this subprogramme has been consolidated under the new section 37, entitled UN-Women.

Subprogramme 3
Social policy and development

(a) International debate and agreements facilitated on major social development issues on the agendas of the United Nations intergovernmental processes

270. The Division for Social Policy and Development continued supporting the consensus-building process among Member States and strengthening the international debate on poverty eradication, full employment and decent work and social integration, with particular emphasis on older persons, youth, families and persons with disabilities.

271. Major achievements during the reporting period include: adoption of an action-oriented policy outcome on social integration; adoption of a system-wide plan for the Second United Nations Decade for the Eradication of Poverty; adoption of resolutions on social dimensions of NEPAD, older persons and youth; consideration of the Millennium Development Goals on persons with disabilities; endorsement of the United Nations Declaration on the Rights of Indigenous Peoples; launch of the International Year of Cooperatives; closing of the International Year of Youth: Dialogue and Mutual Understanding, culminating in a high-level meeting; the decision to convene a high-level meeting on achieving the Millennium Development Goals on persons with disabilities in 2013; holding of the World Conference on Indigenous Peoples in 2014; and the establishment of an open-ended working group of the General Assembly on the rights of older persons.

(b) Strengthened capacity of Member States and of civil society to develop and implement social programmes and policies

272. The Division achieved further integration of technical cooperation and normative activities, including awareness-raising on social group issues and support to Member States and civil society in developing and implementing policies and programmes to promote global goals and commitments at the national level. This

involved support for policy development for specific social groups and for promoting mechanisms and methodologies for greater social inclusion. Areas of primary concern were ageing and older persons, persons with disabilities, youth and indigenous peoples. Capacity development was promoted through: (a) advisory services to Governments, at their request, on issues of social policy and development; (b) national and regional training workshops on relevant issues; (c) production and dissemination of training materials and guidelines; and (d) sharing of experiences, best practices and lessons learned. In undertaking its capacity development activities, the Department worked closely with partners in Governments, the United Nations system and civil society.

(c) Better understanding and awareness by Governments, civil society and the private sector of issues of social development

273. By using its website and social media tools such as Facebook, Twitter and YouTube, the visibility of the work of the Division has been improved, particularly in relation to the International Year of Youth and the International Year of Cooperatives, older persons, indigenous issues and persons with disabilities. The provision of online documentation and information played a critical role both in the servicing of the intergovernmental machinery and in the promotion of the work and objectives of the Organization in the field of social development. The use of an online pre-registration system resulted in high numbers of civil society participation at intergovernmental forums and stakeholder events, promoting cooperation and networking and the sharing of knowledge on social development issues. The subprogramme launched its directory of civil society organizations working in the field of social development, both online and in the form of a CD-ROM. The Directory is an easy-accessible searchable database listing nearly 420 civil society organizations and their activities.

Subprogramme 4
Sustainable development

(a) Effective review of and agreement on key sustainable development challenges and priority actions of the multi-year programme of work to advance implementation in the areas of transport, chemicals, waste management, mining, 10 years framework of programmes on sustainable consumption and production patterns

274. The Division for Sustainable Development continued to provide substantive and technical support to the Commission on Sustainable Development during its review session (eighteenth session) and its policy session (nineteenth session), promoting an effective review, discussion and agreement on the implementation of sustainable development actions on the thematic cluster for the fourth implementation cycle. It also provided robust substantive and technical support for the preparations for the United Nations Conference on Sustainable Development in order to facilitate understanding and advance common positions. The interventions of delegates and other major stakeholders made during the eighteenth and nineteenth sessions of the Commission, the meetings of the Preparatory Committee for the United Nations Conference on Sustainable Development and intersessional meetings, as well as at meetings and informal talks with delegates, suggested that there was significant satisfaction with the support provided. Strong satisfaction was also expressed by members of the bureau of the Commission, participants in the

partnership fair, the activities of the Learning Centre and dialogue sessions of major groups.

(b) Increased accessibility of information and knowledge on policy options, practical measures and concrete actions needed for the adoption and implementation of sustainable development at the local, national, regional and international levels

275. The Division continued to enhance its website to ensure that up-to-date information on its activities, follow-up to the Johannesburg Plan of Implementation, key developments and events on major sustainable development issues, small island developing States, sustainable development partnerships and major groups, including preparations for the United Nations Conference on Sustainable Development, was easily accessible and in a user-friendly format.

276. The Division also continued to webcast the proceedings of the sessions of the Commission on Sustainable Development, as well as preparatory sessions, to enable the public to follow deliberations, including the preparations for the United Nations Conference on Sustainable Development. In 2010 alone, 2,571,664 visits were recorded to its website, surpassing the target for the biennium. The total number of visits to the website, including the web page for the Commission on Sustainable Development, for the biennium was 5,232,915. The inputs of Member States to databases on case studies, partnerships, best practices and lessons learned, including inputs for the compilation document for the Commission on Sustainable Development totalled 1,242.

(c) Enhanced technical, human and institutional capacities of developing countries and countries with economies in transition to implement actions and national strategies for sustainable development in energy, water, natural resources, and sustainable consumption and production

277. The Division continued to provide technical and substantive assistance for capacity-building to developing countries and countries with economies in transition. The target of 93 per cent of countries expressing satisfaction was achieved. This was established through feedback from participants and project beneficiaries reflecting appreciation of the services and the assistance provided. The Division achieved its target for technical assistance and capacity-building to developing countries to enhance their institutional capacities to implement, assess and monitor national sustainable development strategies and processes. During the biennium, 691 national experts benefited from the capacity-building efforts of the Division, close to three times more than the target of 240 experts set for the biennium. In addition, the Division provided support to 42 developing countries, enabling them to participate in the negotiations on the outcome document of the United Nations Conference on Sustainable Development.

Subprogramme 5
Statistics

(a) Strengthened global statistical system, with more active participation by countries and increased collaboration among international organizations, including progress in the harmonization and rationalization of development indicators

278. There is ample evidence of active and increased country participation in the global statistical system. Attendance at the sessions of the Statistical Commission by national and international organizations remained at a very high level. In addition, over 70 events (workshops, expert group meetings, high-level forums and seminars) with a high level of national participation were organized by the Division. One specific example of active participation in the global statistical system is the historical event, World Statistics Day, mandated by the General Assembly, which was celebrated around the world on 20 October 2010, and which included special events organized by over 100 countries. The increase in collaborative activities with international partners, especially in the context of the monitoring of the Millennium Development Goals, shows that a well functioning system of cooperation with other international agencies and partners is in place.

(b) Better and broader use by Governments, international organizations, research institutes, the private sector and the general public of statistical data and technical guidelines produced by the subprogramme

279. Both indicators (increased number of requests satisfied for statistical data and increased percentage of visits to the Statistics Division website) were achieved and surpassed, even though the baseline was set high owing to strong increases in both areas in the previous biennium. This reflects not only an increased interest of all users (Governments, international organizations, research institutes, the private sector and the general public) in the products of the Statistics Division, but also an increased capability of the Division to effectively meet that demand. The launch of the web-based data access system, UNdata, which received the UN 21 award in 2010, accounts for much of the increase in satisfied data requests.

(c) Strengthened capacity of developing countries, in particular the least developed countries, to routinely collect, compile, store, analyse and disseminate official statistics and indicators in the economic, social, demographic and environmental fields to produce quality data for policymakers and the public in general

280. The data for the biennium point to a very high satisfaction rate with the capability building efforts of the Division. In a standard follow-up survey, 87 per cent of the participants of workshops confirmed real impact, indicating that training materials were subsequently used and recommendations were implemented. The result of the survey clearly exceeds the set target of 72 per cent.

Subprogramme 6
Population

(a) *Effectively facilitated review by Member States of progress made in the implementation of the Programme of Action of the International Conference on Population and Development, the outcome of the twenty-first special session of the General Assembly and the outcomes of the United Nations conferences and summits in the social and economic fields related to population and development, including the Millennium Summit and the 2005 World Summit*

281. Complimentary references to the documentation and the substantive servicing provided by the Population Division for the sessions of the Commission on Population and Development, or to the work of the Division in general, were made by 39 delegations. The representative of one delegation stated that "With their supreme objectivity and authority, the large quantity of academic reports and policy bulletins published by the Population Division on the basis of solid research have provided important support to national decision-making in all countries including China". The representative of another delegation characterized the data provided by the Division as "an important public good" and asserted "it is hard to imagine what we would have done without the high-quality estimates, projections and analyses coming regularly from the Population Division".

(b) *Enhanced awareness of the international community of new and emerging population issues and increased knowledge and understanding, at the national level, particularly in the areas of fertility, mortality, migration, HIV/AIDS, urbanization, population growth, population ageing and the environment*

282. Delegates and other Government officials continued to show keen interest in population issues, and the subprogramme has endeavoured to stimulate and facilitate the work of delegates in this area. In addition to briefings given in advance of the annual session of the Commission on Population and Development, the Population Division produced customized demographic inputs on gender equality for those delegations making national presentations at the annual ministerial review. For the first time in 2010, the subprogramme offered two training sessions for delegates wishing to familiarize themselves with the background of the Commission, including the Programme of Action of the International Conference on Population and Development. The Division also organized one briefing on the Global Forum on Migration and Development by the Special Representative of the Secretary-General on International Migration and Development. The Division was visited by 87 Government officials from 18 countries, in addition to Palestine and the Caribbean Community (CARICOM).

(c) *Improved accessibility and timeliness of population information and data for use by Member States, the United Nations system, civil society and academia*

283. The number of visits appears to be off target owing to the temporary exclusion of database servers from the count. The number of subscribers to the e-mail announcements service is on target. In addition to the statements made by Members States at the forty-third session of the Commission on Population and Development, which attest to the value and the impact of the data produced by the Population Division, the Division also received positive testimonials from users of its publications.

Subprogramme 7
Development policy and analysis

(a) Strengthened international debate by assisting the General Assembly and the Economic and Social Council in identifying and understanding new and emerging economic development issues and challenges, in particular in the context of advancing the internationally agreed development goals, including the Millennium Development Goals, and with full consideration of the implications of major cross-cutting issues for the international development agenda

284. The analytical outputs of the Development Policy and Analysis Division strengthened debate within the General Assembly and the Economic and Social Council by providing unbiased analyses of development issues and policies. The main outputs in 2010 and 2011 were the *World Economic and Social Survey* (2010 and 2011); the report of the Committee for Development Policy on its twelfth session (E/2010/33); the report of the Committee on its thirteenth session (E/2011/33 and Corr.1); the publication *Strengthening International Support Measures for the Least Developed Countries* (United Nations publication, Sales No. E.10.II.A.14); and the *Millennium Development Goals Gap Task Force Report* 2010. The impact of those outputs was reflected in the adoption of 12 related resolutions and decisions by the General Assembly and the Economic and Social Council. The outputs also served as background material for discussions on economic and sustainable development issues in the Assembly and the Council, and at international conferences, and were cited in the related reports and notes of the Secretary-General.

(b) Improved dialogue on the world economic situation, including fostering and disseminating a unified United Nations view on the world economic outlook and its implications for the prospects of developing countries

285. The analytical outputs of the Division strengthened the dialogue on the world economic situation in the General Assembly and the Economic and Social Council. The main outputs were the publication of the *World Economic Situation and Prospects* (2010 and 2011) and joint reports by the Division, with inputs from the Financing for Development Office of the Department, UNCTAD and the regional commissions. The *World Economic Situation and Prospects* is now also published in an electronic format in order to expand its audience and dissemination. At the high-level segment of the Council in 2010 and 2011 the annual publication and its midyear update (E/2010/73 and E/2011/113) were discussed. Content from the publication, including its midyear and monthly updates and the subprogramme's global vulnerability monitor, are regularly incorporated into speeches by the Secretary-General and other United Nations officials and are cited in a number of reports and notes of the Secretary-General.

(c) Strengthened capacity of developing countries to integrate macroeconomic and social policies in national development strategies, including through better understanding of mechanisms to cope with economic insecurity, and to make macroeconomic stabilization compatible with long-term poverty eradication

286. In 2011, the Division conducted capacity-building activities on realizing the Millennium Development Goals through socially inclusive macroeconomic policies in five Arab, four Asian and three African States. Follow-up activities to strengthen

policy dialogues were initiated in Bolivia (Plurinational State of), Costa Rica, Ecuador, Kyrgyzstan and Uganda. The Division launched its least developed countries information portal during the Fourth United Nations Conference on the Least Developed Countries, in Istanbul, Turkey, in 2011. An assignment mission on macro-micro modelling capacities was organized in Uganda on the use of support measures. The Division concluded capacity-building activities on sustainable development and the implications of macroeconomic policy, external shocks and social protection systems for poverty, inequality and social vulnerability in seven countries in Latin America. In addition, the Division supported the integrated implementation framework, designing a prototype website that presents information on global commitments on Millennium Development Goal 8. The Division also conducted assessment missions to strengthen capacities for policy coherence in Bangladesh, Bhutan, Ghana, South Africa and Tajikistan.

Subprogramme 8
Public administration and development management

(a) Enriched dialogue on improved understanding of the issues related to public administration, participatory governance, capacity-building and promotion of professionalism and ethics, and knowledge management for development

287. The positive impact of the activities of the Division for Public Administration and Development Management is evidenced by at least nine references, recommendations or decisions contained in reports or resolutions to intergovernmental bodies, including General Assembly resolutions 65/1, "Keeping the promise: united to achieve the Millennium Development Goals"; 65/141 and 66/184, on ICT for development, and the Marrakech Declaration on the Prevention of Corruption adopted at the fourth session of the Conference of States Parties to the United Nations Convention against Corruption; Economic and Social Council resolutions 2011/2 and 2011/22, which were adopted in connection with the report of Committee of Experts on Public Administration on its ninth and tenth sessions, respectively; and the reports of the Secretary-General on enhanced cooperation on public policy issues pertaining to the Internet (A/66/77-E/2011/103) and an assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society (A/65/64-E/2010/12 and A/66/64-E/2011/77).

(b) Enhanced knowledge and improved exchange of innovations and good practices in the area of public administration, participatory governance and knowledge management for development

288. During the biennium, there were 184,071,322 page views and 29,732,517 document downloads from the United Nations Public Administration Network (UNPAN). The UNPAN Online Training Centre continued to make courses freely available, with 3,580 participants from developed and developing countries completing online courses. Two United Nations Public Service Award ceremonies were convened on promoting innovative practices in public administration, which engaged over 506 participants from all regions and acknowledged 59 public organizations as winners and finalists. This accomplishment was recognized in a number of letters of appreciation commending the subprogramme. In addition to references in the publications of international institutions such as the World Bank and the Organization for Economic Cooperation and Development (OECD), the high

degree of interest in and impact of the work of the subprogramme is featured in more than 200 news articles featuring e-government initiatives of Member States, regional commissions and other international organizations.

(c) Increased capacity of national Governments to strengthen participatory governance, professionalism and accountability in the public sector for improved performance, including through the use of information and communication technologies

289. The success of the Division in enhancing the capacity of national Governments in the above areas is evidenced by at least 27 methodological and technical recommendations. Significant outputs include: "meter 2.5", an online tool that assists Governments in developing an e-government, enabling environment; a toolkit on reconstructing public administration after conflict; and a guide for citizen engagement in managing development. At the request of Member States, 36 advisory missions were undertaken in 25 countries to further strengthen capacity at the national and local levels. The success of those missions was recognized in letters of appreciation from Member States in the Arab States region. The subprogramme continued the successful backstopping of technical cooperation projects, including eight capacity-building training workshops, which were attended by 240 funded participants from developing countries.

Subprogramme 9
Sustainable forest management

(a) Effective international dialogue on sustainable forest management, including events related to the International Year of Forests (2011)

290. The secretariat of the United Nations Forum on Forests continues to promote sustainable forest management through supporting and promoting the implementation of the non-legally binding instrument on all types of forests. The secretariat is continuing to implement the strategic workplan on forest financing, including the facilitating process and an ad hoc expert group on forest financing. The co-chairs of the ad hoc expert group produced reports with proposals for intersessional activities to facilitate a lasting decision on forest financing. The secretariat also continues to promote sustainable forest management through the promotion of the observance of the International Year of Forests (2011) as part of a continuing process of advocacy and partnership to foster greater awareness of and action for sustainable forest management at all levels and by ensuring that this subject is on the agenda of leaders at the highest political levels, including the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals.

(b) Enhanced monitoring, assessment of and reporting on the implementation of the non-legally binding instrument on all types of forests and the progress towards the global objectives on forests

291. The secretariat completed several major reports on the implementation of the forest instrument, the progress towards the achievement of the Global Objectives on Forests. Altogether, 41 reports were received from Member States and regional organizations on these subjects. National reports indicate that many countries, building on existing efforts, have introduced or strengthened policy, institutional

and normative measures and other actions that support the implementation of the forest instrument and its four Global Objectives, while others are in the process of doing so. Reports also indicate the [illegible]ed usefulness of existing forest policy frameworks and strategies, such as [illegible]al forest programmes, for sustainable forest management, as well as the benefits of the forest instrument as an overarching framework for ongoing and enhanced activities. Nevertheless, developing countries, in particular, identified challenges encountered, especially resource constraints.

(c) Improved international collaboration and coordination on forests through more effective and better knowledge on sustainable forest management among Governments, major groups, organizations, instruments and processes, including the activities of the Collaborative Partnership on Forests

292. The secretariat facilitated increased international cooperation and coordination on forests by continuing to support the Collaborative Partnership on Forests, including participating in eight new collaborative partnerships with members of the Partnership. In addition, the secretariat participated in and provided advisory services to two country-led initiatives and one Organization-led initiative. The secretariat has been involved in several interdepartmental and intradepartmental task forces and working groups, most notably on: the preparation of the annual ministerial review of the Economic and Social Council, the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals; task forces and working groups on climate change, conflict prevention and peacebuilding and development; indigenous issues; and the work of the Preparatory Committee for the United Nations Conference on Sustainable Development preparatory work.

Subprogramme 10
Financing for development

(a) Effective multi-stakeholder monitoring of and follow-up to the Monterrey Consensus, the outcome of the Follow-up International Conference on Financing for Development and other related outcomes

293. The Financing for Development Office outperformed by 9 inputs its target for the 2010-2011 biennium of 30 major inputs to the annual assessment of the implementation of the Monterrey Consensus from Governments, regional groupings, institutional and non-institutional stakeholders. This achievement is the result of the work carried out in 2010 by the Ad Hoc Open-ended Working Group of the General Assembly to follow up on the issues contained in the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development. The report on the work of the Working Group (A/64/884) and substantive inputs from the World Bank, the International Monetary Fund (IMF), the World Trade Organization (WTO), UNCTAD and UNDP, annual communiqués of the Development Committee, the International Monetary and Financial Committee and the Group of Twenty-four, as well as the ministerial declaration of the Group of 77 and China, served as major inputs to the annual reports for the General Assembly (A/65/293 and A/66/329) and the Economic and Social Council (E/2010/11 and E/2011/74), and thus contributed to the effective multi-stakeholder monitoring of the implementation of the Monterrey Consensus.

(b) Strengthened role and fuller use of the General Assembly and the Economic and Social Council, as well as the relevant intergovernmental and governing bodies of other institutional stakeholders, for the purposes of conferences' follow-up and coordination

294. The most notable intergovernmental agreement was the outcome of the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals of September 2010, entitled "Keeping the promise: united to achieve the Millennium Development Goals" (General Assembly resolution 65/1), which focused heavily on the financing for development agenda under Millennium Development Goal 8. The Assembly adopted three resolutions on this subject (65/94, 65/146 and 66/188). In accordance with Council resolution 2009/30, the format of the 2010 and 2011 special high-level meetings of the Council with the Bretton Woods institutions, WTO and UNCTAD was updated and enhanced. As a result, the President of the Council was invited to present the results of the special high-level meeting to the Development Committee during the spring and the annual meetings of the World Bank and IMF, which enhanced the impact of the Council's meetings.

(c) Fuller engagement of Governments and greater cooperation and interaction among all institutional and non-institutional stakeholders involved in the financing for development process to ensure proper follow-up to the implementation of agreements and commitments reached at the Monterrey and Doha Conferences

295. A series of six substantive meetings were organized in 2010 by the Ad Hoc Open-ended Working Group of the General Assembly to follow up on the issues contained in the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development. Another high-profile meeting, held in 2010, was the informal event on innovative sources of development finance chaired by the Special Adviser to the Secretary-General on innovative financing for development. Outputs of the above-mentioned meetings served as inputs to the preparatory process of the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals. In 2011, the Economic and Social Council held a meeting on international cooperation in tax matters and organized two panel discussions at its substantive session on global economic governance and development and on the least developed countries. The 2011 meetings served as inputs to the fifth High-level Dialogue on Financing for Development, which was held in December 2011.

Section 10
Least developed countries, landlocked developing countries and small island developing States

Highlights of programme results

The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States succeeded in placing the concerns of the three of the most vulnerable groups of countries high on the international agenda.

Visibility and awareness of the least developed countries were successfully revived at the Fourth United Nations Conference on the Least Developed Countries held in May 2011. The Conference was attended by more than 8,900 participants and came up with the ambitious, results-oriented Istanbul Programme of Action for the Least Developed Countries. The Programme set an ambitious overarching goal of enabling half the number of least developed countries to meet the criteria for graduation from the list of least developed countries by 2020. The Office also made significant progress in strengthening international cooperation and supporting measures to assist landlocked developing countries in establishing efficient transit transport systems. There was increased donor support to landlocked developing countries in the form of official development assistance (ODA), the Aid-for-Trade initiative and foreign direct investments. The Office successfully steered the finalization and launch of a Multilateral Agreement on the Establishment of an International Think Tank for Landlocked Developing Countries, and sensitized Member States on trade facilitation measures to support the integration of those countries into the global economy. There has been increased recognition of the small island developing States and the reflection of their vulnerabilities in major declarations, including the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals and the High-level Review Meeting on the Implementation of the Mauritius Strategy.

Challenges and lessons learned

In undertaking the 10-year review of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010, important lessons were learned, including: (a) the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States should be more active at country and regional levels in providing the necessary support to the efforts of the least developed countries to mainstream the Istanbul Programme of Action into national development strategies; (b) the Office needs to increase its advocacy activities, including a focus on development partners; and (c) the Office needs to increase collaboration with parliaments, civil society and the private sector in order to strengthen their capacity to mobilize support for the implementation of the Istanbul Programme of Action. The Office also needs to redouble its efforts to mobilize resources to support the active involvement of the landlocked developing countries in the preparatory process for a second United Nations conference on the landlocked developing countries. With regard to the small island developing States subprogramme, the Office should remain active in all processes relevant to those countries.

Output implementation rate

296. The above-cited results are based on the implementation of 100 per cent of 167 mandated, quantifiable outputs.

297. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 10)).

Executive direction and management

(a) Programme of work is effectively managed and supported by staff and financial resources

298. The Office of the High Representative is effectively implementing the planned outputs in a timely manner.

(b) Increased awareness of special needs and concerns of the least developed countries, landlocked developing countries and small island developing States that require attention by Member States and international organizations

299. Through its advocacy strategy, the Office has successfully managed to raise the concerns of the groups of vulnerable countries on the international agenda. There has been very successful support for and participation and interest in the pre-conference events of the Fourth United Nations Conference on Least Developed Countries.

Subprogramme 1
Least developed countries

(a) Increased commitments to achieving the goals and targets of the Brussels Programme of Action in anticipation of its final review in 2010

300. An increase in the recognition of and commitment to addressing the challenges and vulnerabilities of the least developed countries is evidenced by the declarations of the Group of Eight and the Group of 20 in 2010 and 2011, which take note of their special needs. This increase in the recognition of such issues by the international community is partly due to the advocacy and substantive work of the Office in undertaking to increase the visibility of these countries, and especially the preparatory process for the Istanbul Conference, which was the most important United Nations conference on development in 2011. The decisions of various United Nations entities to mainstream the Istanbul Programme of Action and integrate its provisions into their programmes of work will also contribute to a continued focus on the least developed countries by the international community.

(b) Timely and effective implementation of the Brussels Programme of Action

301. A 10-year appraisal of the Brussels Programme of Action (A/66/66-E/2011/78) shows that for the least developed countries as a group, the period since the adoption of the Programme was marked by a particularly strong acceleration in growth. Even in 2008, after the economic crisis struck, 11 least developed countries still exceeded the 7 per cent growth target. However, by 2009 this number had declined to six. Estimates in 2011 indicate that 23 least developed countries reached their growth targets. With respect to the other goals and targets of the Programme of

Action, success was also mixed with significant progress in trade, universal primary education and gender equality in school enrolment, although gaps remain in the areas of child mortality and maternal health. Through its monitoring activities on the effective implementation of the Programme of Action, the Office has highlighted successes and remaining challenges and provided policy recommendations for the least developed countries and development partners in meeting the objectives of the Programme.

(c) Increased international resources in support of the objectives, goals and targets of the Brussels Programme of Action

302. The least developed countries have received increasing international support through official development assistance, debt relief and market access. Progress has been made in addressing their financial and technical assistance needs in building their trading capacity, including the implementation of WTO agreements through the Aid-for-Trade initiative and Integrated Framework and Enhanced Framework for Trade-related Technical Assistance to Least Developed Countries, a dedicated source of finance for these countries. In addition, trading partners have also increased market access to the least developed countries, including broader coverage of preferential schemes and improved rules of origin. The Istanbul Programme of Action, for which the Office provided substantive inputs and backstopping during the negotiation process, has reiterated the commitments of development partners with respect to aid, including Aid-for-Trade, debt relief and market access. The Office has also organized various meetings related to international support for the least developed countries to provide a platform to discuss their concerns with donors and to create awareness of their resource needs, including the need for improved aid quality.

(d) Enhanced coordination with United Nations entities and other international and multilateral organizations to ensure integrated follow-up and implementation of the Brussels Programme of Action at the national, regional and global levels

303. The Office organized several successful meetings of the Inter-agency Consultative Group, including relevant United Nations organizations and agencies, on the preparations for the Fourth United Nations Conference on the Least Developed Countries, in which more than 40 international organizations participated. The Office also coordinated the organization of 45 special side events at the Conference. The Istanbul Conference was attended by 60 heads of relevant international organizations (see A/CONF.219/7). Since the holding of the Conference in June 2011, at least 10 United Nations entities have taken decisions to mainstream the Programme of Action and integrate its provisions into their programmes of work. After the Conference, a road map for the implementation of the Programme of Action was developed at a meeting of the Inter-agency Consultative Group. Several working groups on topics relevant to the least developed countries have also been established. The road map will guide the coordination and implementation of the Programme of Action and further improve collaboration between United Nations entities.

Subprogramme 2
Landlocked developing countries

(a) Timely and enhanced implementation of the Almaty Programme of Action in response to its midterm review outcome towards establishing efficient transit transport systems and reducing trade transaction costs

304. The Office made significant progress in providing support to landlocked developing countries in developing agreed conclusions to promoting efficient transit transport systems. The Office also facilitated the exchange among Member States and other stakeholders of experiences, good practices and lessons learned in implementing the Almaty Programme of Action. In addition, the Office successfully steered the finalization and launch of a Multilateral Agreement on an International Think Tank for Landlocked Developing Countries, which will provide a centre of excellence for high-quality research and policy advice and contribute to further strengthening of the analytical capacities of landlocked developing countries. The Office, in collaboration with the African Union and the Economic Commission for Africa, organized an expert group meeting in September 2011 that elaborated the first text of the draft intergovernmental agreement on the trans-African Highway. The agreement is an important tool to facilitate international trade and tourism, promote regional integration and enhance international cooperation.

(b) Increased international resources in support of addressing the special needs of landlocked developing countries

305. There has been an increase in international support to landlocked developing countries. Flows of official development assistance from traditional donors to the landlocked developing countries have increased from about $12 billion in 2003, to $18.9 billion in 2007 and to $24.8 billion in 2009, while foreign direct investment increased by 54 per cent between 2007 and 2008. In 2010, Afghanistan reached completion point under the enhanced Heavily Indebted Poor Countries initiative, thereby increasing the number of eligible landlocked developing countries to 12. Aid-for-Trade disbursements to landlocked developing countries increased from $4.7 billion in 2008 to $6 billion in 2009.

Subprogramme 3
Small island developing States

(a) Continuing increased international support for the implementation of the Programme of Action for the Sustainable Development of Small Island Developing States and its follow-up, the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

306. Partially due to the efforts of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, there is increased recognition of the situation of small island developing States, and their vulnerabilities have been reflected in major declarations, including the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals, the High-level Review Meeting on the Mauritius Strategy and the United Nations open-ended informal consultative process on the ocean and the law of the sea. In particular, the launch of the Small Island Developing States Sustainable Energy Initiative (SIDS Dock) at the sixteenth

session of the Conference of the Parties to the United Nations Framework Convention on Climate Change in Cancun in December 2010 was linked to advocacy efforts of the Office.

(b) Enhanced inter-agency collaboration and partnerships in support of the small island developing States

307. Inter-agency collaboration in support of small island developing States has increased. In response to the advocacy efforts of the Office for increased support from agencies to small island developing States, the World Bank supported the Sustainable Energy Initiative.

Section 11
United Nations support for the New Partnership for Africa's Development

Highlights of programme results

The Office of the Special Adviser on Africa continued its substantive and analytical work in supporting increased international support for Africa's development. In close consultation with partners, the Office produced a number of reports pinpointing key areas where additional efforts are needed, including improving mutual accountability and aid effectiveness, prioritizing investment in infrastructure and agriculture, as well as mobilizing additional resources to combat climate change. At the regional level, the Regional Consultation Mechanism completed a comprehensive capacity needs assessment of the African Union Commission and adopted a draft programme of work for United Nations system-wide support for capacity-building at the Commission. At the subregional level, the subprogramme provided technical assistance in developing modalities for the establishment of subregional coordination mechanisms and developing joint programmes of work in Eastern, Southern, Western and Central Africa. Public information efforts were improved, with all editions of *Africa Renewal* magazine, both English and French, published on time, and with improved quality in the French versions of the magazine. An online audience survey conducted during the last quarter of 2011 yielded very positive results. The percentage of the target audience indicating awareness of key thematic issues was 74 compared to 65 in 2009. What was most encouraging was that the strategy of targeting youths and women appears to be bearing fruit.

Challenges and lessons learned

The challenge of achieving sustainable development in Africa is inextricably linked to the global economic situation. The economic and financial crisis is likely to affect external support to Africa, negatively impacting its growth prospects over the medium term. In order to mitigate this potential impact, the Office of the Special Adviser on Africa will improve its monitoring capability in order to help strengthen mutual accountability and increase the effectiveness of international development assistance. Another challenge arising from the limited resources of regional economic communities is the implementation of the NEPAD programme at the subregional levels. Building the capacity of those communities could help to bridge the gap between regional- and national-level efforts.

Output implementation rate

308. The above-cited results are based on the implementation of 97 per cent of 137 mandated, quantifiable outputs.

309. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 11) and Corr.1).

Subprogramme 1
Coordination of global advocacy of and support for the New Partnership for Africa's Development

(a) Increased international community support for African development in general and NEPAD in particular

310. In close consultation with partners, the Office of the Special Adviser on Africa produced a number of reports pinpointing key areas where additional efforts are needed, including improving mutual accountability and aid effectiveness, prioritizing investment in infrastructure and agriculture and mobilizing additional resources to combat climate change. In addition, the Office held a series of briefings for Member States and the press on the Secretary-General's reports and key issues related to Africa's development, which have helped to increase international understanding of and support for Africa's development and contributed to building consensus on the next steps to be taken by the international community. The Office also continues to advocate for South-South cooperation, having hosted a total of 15 forums on the topic during the biennium, exceeding the goal of eight meetings.

(b) Improved United Nations coordination in providing support to African development with the attainment of the Millennium Development Goals

311. Entities of the United Nations system are increasingly coordinating their support to the African Union Commission and its NEPAD Agency. During the biennium, agencies, departments and organizations of the United Nations system coordinated on 47 joint activities, thus exceeding the target of 45. In addition, the Office continues to strengthen collaboration with other United Nations entities through the regular meetings of the Inter-Agency Task Force on Africa. In 2010, the Task Force was actively engaged in discussing and reviewing two key reports of the Secretary-General on: (a) implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (A/65/152-S/2010/526; and (b) a monitoring mechanism to review the commitments towards Africa's development needs (A/65/165). The engagement of the Task Force ensured the strong and coordinated input of the United Nations system for the two key reports. In 2011, following the completion of the comprehensive review, the Task Force was

actively engaged in discussing issues identified in the report and on follow-up actions by United Nations agencies.

(c) Increased international awareness of African development issues

312. The Office continues to raise international awareness of key African development issues through its policy analyses and briefs, fact sheets and studies available both in print and over the Internet. In particular, in 2010, Member States and the media have welcomed a series of policy briefs issued by the Office in cooperation with the NEPAD Agency and the OECD-NEPAD investment initiative on (a) "Aid to Africa", (b) "Infrastructure in Africa", (c) "External debt in Africa" and (d) "FDI in Africa", which are aimed at summarizing up-to-date key economic and financial development issues affecting Africa and assisting Member States in their deliberations on African development matters. Increased international awareness of Africa's development issues was measured by progress in respect of the number of daily visits to the Office's website, which totalled over 1,500 in 2010-2011. This is well above the target of 400 daily visits for the biennium.

Subprogramme 2
Regional coordination of and support for the New Partnership for Africa's Development

(a) Enhanced coherence, coordination and cooperation among United Nations agencies in support of the implementation of NEPAD at the regional level

313. To enhance coherence, coordination and cooperation, the Regional Consultation Mechanism has evolved from a consultative forum into a coordination mechanism, thereby reducing fragmentation and transaction costs in the United Nations system-wide support to the African Union and its NEPAD programme. During the biennium, the Regional Consultation Mechanism completed a comprehensive capacity-needs assessment of the African Union Commission and adopted a draft work programme for United Nations system-wide support for capacity-building at the Commission. All nine Regional Consultation Mechanism clusters completed their business plans and developed joint programmes and/or projects aligned to the priorities of the African Union and NEPAD. Six clusters and/or subclusters prepared guidelines for mainstreaming cross-cutting issues (such as gender and communications) in the work of the Regional Consultation Mechanism/Africa. As a result of this joint programming, more than 24 joint projects were implemented. Another positive result was the enhanced capacity of regional and subregional institutions to implement the NEPAD programme through the establishment of subregional coordination mechanisms.

(b) Enhanced cooperation among United Nations agencies and the regional economic communities in support of the implementation of NEPAD programmes at the subregional level

314. During the biennium, ECA provided technical assistance for the development of modalities for the establishment of subregional coordination mechanisms and joint programmes of work in Eastern, Southern, Western and Central Africa. The multi-year programmes developed in the context of subregional consultation mechanisms served as the starting point for programmatic collaboration between agencies of the United Nations system in the subregions, the relevant regional

economic communities and Member States. A multi-year programme of ECA support to the NEPAD Planning and Coordinating Agency was jointly prepared and adopted by both institutions. Over time, the programme will be broadened to include other United Nations agencies and organizations, thereby providing a common platform for United Nations support to NEPAD.

Subprogramme 3
Public information and awareness activities in support of the New Partnership for Africa's Development

(a) Improved quality and timely issuance of Africa Renewal *in English and French*

315. The Department of Public Information produced all editions of the *Africa Renewal* magazine on time. In addition, the Department revamped the design and look of the magazine to appeal to a wider audience, in particular youth, by printing the magazine in colour on semi-glossy paper using a new design. Both formal and informal feedback from readers has been overwhelmingly positive, with three quarters of the target audience expressing satisfaction with the value of the content.

(b) Enhanced awareness of key thematic issues covered by the information materials produced by the subprogramme, both in print and on the website

316. An online audience survey conducted during the last quarter of 2011 yielded very positive feedback. In addition to the ratings, respondents also provided positive and useful comments. The percentage of the target audience indicating awareness of key thematic issues jumped to 74 per cent from 65 per cent in 2009. The most encouraging feedback was the success of the strategy of targeting youth and women. A remarkable 61 per cent of the respondents were under the age of 40, compared to 36 per cent in 2009. The gender composition of the respondents was almost balanced, with women comprising 47 per cent of the respondents, up more than double the 22 per cent in the previous survey.

(c) Enhanced awareness on the part of the target audience of the aims of NEPAD

317. The same survey showed mixed results on this measurement. Fifty-nine per cent of respondents indicated an awareness of the aims of NEPAD, a rate below the 65 per cent target. However, the results showed a positive trend in the number of United Nations information centres reporting that they had promoted public advocacy on African development issues as part of their work. During the biennium, 41 information centres conducted advocacy work on Africa, compared to the target of 38.

Section 12
Trade and development

Highlights of programme results

UNCTAD research and policy recommendations, particularly through flagship publications, focused on the weakened global recovery and the policy challenges posed, especially for trade and development. During the sessions of the Trade and Development Board in 2010 and 2011, member States acknowledged the usefulness of its publications in improving understanding and advancing the debate on alternative policy options in areas such as employment creation, investment, South-South cooperation, renewable energy, international production and industrial development. Expert group meetings, as well as other stakeholder conferences and forums organized in Geneva and elsewhere, including the Global Commodities Forum, the Debt Management Conference, the World Investment Forum, the public symposium and the Sixth United Nations Conference to Review All Aspects of the Set of Multilaterally Agreed Equitable Principles and Rules for the Control of Restrictive Business Practices have been well attended. UNCTAD also enjoyed prominence at many important international gatherings, in particular at the Fourth United Nations Conference on the Least Developed Countries in Turkey in 2011. The Istanbul Programme of Action strongly argues for the strengthening of productive capacities, which is a concept that emanates directly from UNCTAD. UNCTAD strengthened its work on South-South cooperation and gender and development during the biennium, with new well-received work programmes, which, through UNCTAD's three pillars of work, contributed towards: (a) promoting effective South-South integration and cooperation, including triangular cooperation; and (b) addressing specific trade, gender and development-related issues. UNCTAD's capacity-building technical assistance in trade policy, trade negotiations and related areas helped developing countries to enhance their policy frameworks and their participation in regional and multilateral trade negotiations.

Challenges and lessons learned

In the wake of the global economic crises, many developing countries are increasingly interested in exploring alternative development pathways, but this requires a more complex type of engagement, which is highly adapted to local circumstances.

Resource constraints are an ongoing challenge for UNCTAD, as they are for the rest of the United Nations system, and the world economy more generally.

Output implementation rate

318. The above-cited results are based on the implementation of 92 per cent of 1,124 mandated, quantifiable outputs. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 12)).

Executive direction and management

(a) Increased recognition by member States of the relevance of the work of UNCTAD

319. A number of important ideas emerged from the discussions within the intergovernmental machinery, for example the significance of developing productive capacities, the role of the State and the need for renewed focus on agriculture. Efforts were made throughout the biennium to achieve more reactive

intergovernmental machinery through the discussion of topical and emerging issues such as: the global economic crisis and the necessary policy response; recovery from the crisis; food security; the situation in Haiti; and multi-stakeholder meetings on cotton and coffee. The relevance of UNCTAD was enhanced by its greater participation in the broader United Nations processes and also by increased involvement by different stakeholders, including through two public symposiums and the annual Global Commodities Forum.

(b) Mandates are effectively implemented

320. Member States expressed appreciation to UNCTAD for, inter alia, its work in promoting the development-friendly integration of developing countries into the world economy, its major engagement in science, technology and innovation and its involvement in drafting the Principles for Responsible Agricultural Investment that Respects Rights, Livelihoods and Resources. In its ongoing implementation of the Accra Accord, delegates encouraged UNCTAD to continue its efforts to rethink economic development paths and economic development models. Overall, member States noted with satisfaction the progress made thus far on the implementation of the recommendations from external evaluations that they had mandated and encouraged the secretariat to continue its efforts to that end.

(c) Improvement in the mainstreaming of a gender perspective in the work of UNCTAD

321. UNCTAD strengthened its efforts to mainstream a gender perspective into its work and conducted 18 specific activities on trade, gender and development. In 2010, UNCTAD launched two projects on mainstreaming gender in trade policy, held the second Women in Business Awards and actively participated in the first International Conference and Exhibition on Women and Trade, organized in Teheran by the Iranian Chamber of Commerce, Industries and Mines. In 2011, among other activities, UNCTAD published two case studies on trade and gender in Bhutan and Cape Verde, held a national workshop in Bhutan to present the country study and share methodology and research approaches with government officials and held a workshop in Indonesia to strengthen capacities of women in post-conflict situations as part of its Bio Trade initiative.

(d) Programme of work is effectively managed

322. UNCTAD delivered 94 per cent of the planned outputs for the 2010-2011 biennium, exceeding the target of 91 per cent, using 100 per cent of the funds available, in accordance with established United Nations policies and procedures. In the delivery of its planned outputs, UNCTAD, through its three pillars, has addressed emerging issues and long-standing problems in the area of trade and development. In particular, the global economic crisis continued to feature prominently in UNCTAD's work in 2010-2011, as policymakers tried to find a way forward to new and more sustainable development paths. At a review of UNCTAD's implementation of its mandates in September 2010, member States expressed satisfaction with its work to date.

(e) Timely recruitment and placement of staff

323. The average number of days taken for the recruitment process in the biennium 2010-2011 was higher than the set target. This can be explained by the already existing backlog of cases initiated in previous years and by the introduction of Inspira, which initially generated some logistical bottlenecks and took time for various stakeholders to become fully familiar with. UNCTAD has maintained mechanisms in place to monitor the recruitment process and to provide dedicated attention to this area, and it expects that improvements will be achieved in the next biennium.

(f) Improved geographical representation and gender balance of staff

324. At the end of the biennium 2010-2011, the target of recruitment from unrepresented and underrepresented member States had been achieved (52 per cent as compared to the target of 8 per cent). The target for gender balance of staff was not achieved, however, and as at 31 December 2011 the percentage of female staff in the Professional and higher categories was 31.7 per cent as opposed to the target of 50 per cent. The overall performance in the latter area was affected by the contractual reform of July 2009, which was not appropriately captured in the baseline. UNCTAD continues to strive for improvement in both areas, and to that end it has taken remedial measures, including improving outreach, particularly for senior-level posts, as well as strengthening the oversight role of the departmental focal points for women and the Secretary-General of UNCTAD in the selection processes. Improvement was reported in both areas in 2011.

(g) Increased timeliness of submission of documentation

325. In 2010-2011, the secretariat continued its positive trend of improving the timely submission of pre-session documents, with about 95 per cent of documents for meetings held during the biennium submitted on time. Following the twelfth United Nations Conference on Trade and Development in 2008, progress was made in increasing the timeliness of submission of pre-session documents for translation. Measures taken include a more rigorous system of monitoring submission dates by the UNCTAD Documents Management Section, and better collaboration among all concerned, author divisions, the clearance process and documents management. This positive trend is expected to continue in the next biennium.

Subprogramme 1
Globalization, interdependence and development

(a) Contribute within its mandate to increased understanding of the global economic environment and of policy choices at the national and international levels, including with respect to South-South cooperation, as a complement to North-South trade and economic cooperation, as a result of policy advocacy (Accra Accord, paras. 36-39, 42 and 43)

326. The analysis and policy recommendations on this accomplishment were extensively discussed at the fifty-seventh and fifty-eighth sessions of the Trade and Development Board. At those sessions, 45 member States acknowledged the usefulness of the annual *Trade and Development Report* in improving understanding of the relationship between employment and macroeconomic policies and the post-crisis policy challenges in the world economy. Commending the research and

analysis on the causes and impacts of and the proposed policy responses to the global crises, delegations considered them to be of high quality, relevant and useful in the formulation of development strategies for developing countries coping with the crises. This ensured a place for UNCTAD policy options in the economic agenda worldwide. UNCTAD continued playing an important role in consensus-building regarding global interdependence and development.

(b) Progress towards a durable solution to the debt problems of developing countries by fostering better understanding at all levels of the interplay between successful development finance strategies and effective debt management (Accra Accord, para. 40)

327. With approximately 19 endorsements of the policy recommendations of the Debt and Development Finance Branch at the sessions of the Trade and Development Board and in the international press, the Branch exceeded its interim achievement goals, owing, partly, to its timely response to the impact of the world financial and economic crisis on developing countries. The work of the Branch is complemented by two projects financed by the Development Account that deal with advanced risk management tools for climate change and exogenous shocks and the establishment of asset-liability management techniques in debt management offices. The UNCTAD debt management financial analysis system is used by 90 institutions in 58 countries, which rely on it for the day-to-day management of their debt. During the biennium, 21 new projects for current client countries and user institutions of the debt management system were signed. Overall more than 200 capacity-building missions took place, benefiting more than 1,000 officials.

(c) Improved empirical and reliable and timely statistics for decision-making at the national and international levels on economic policies and development strategies, including on South-South cooperation (Accra Accord, paras. 36 (e) and 43)

328. Dissemination and the release of statistics to external users was improved through the provision of data through the Internet, while the printed and CD-ROM versions of the *UNCTAD Handbook of Statistics* were also provided. All of UNCTAD's statistical databases were harmonized and integrated into one single dissemination platform, UNCTADstat, which covers 11 statistical themes for individual economies and 100 groupings and provides access to 144 indicators. For the first time, UNCTAD issued a comprehensive merchandise trade matrix designed to better assess the flows between developing countries, including those which do not report official data. In response to the invitation by the General Assembly to observe the World Statistics Day on 20 October 2010, UNCTAD took the initiative of organizing a conference entitled "Measuring a Globalized World: the Geneva Contribution", which raised public awareness about official statistics and their value.

(d) Improved policy and institutional capacities, and enhanced international cooperation for the recovery and sustained development of the Palestinian economy (Accra Accord, para. 44)

329. UNCTAD continued its research and policy analysis on the economy of the occupied Palestinian territory; 12 Palestinian development initiatives and institutions benefited from its research findings, recommendations and technical

cooperation activities. At the fifty-seventh and fifty-eighth sessions of the Trade and Development Board, consensus was reached on the relevance of the organization's work on assisting the Palestinian people. Two reports on UNCTAD assistance to the Palestinian people (TD/B/57/4 and TD/B/58/4) were commended by almost all delegates who made statements on this item at the two annual board meetings. The delegates praised UNCTAD for its high-quality research and analysis, and for the relevant technical cooperation activities. Delegations were encouraged by the findings of the external evaluation that the UNCTAD Assistance to the Palestinian People Unit had achieved results despite adverse field conditions.

Subprogramme 2
Investment and enterprise

(a) Increased understanding of various key public and private investment issues and of the impact of foreign direct investment (FDI) on development, as well as of related policies that could promote development gains from FDI (Accra Accord, paras. 147 and 169)

330. The *World Investment Report 2011* analyses how FDI and related technology can be leveraged to support the transition of developing countries to a low carbon economy. The relevance of the theme and its contribution to a better understanding of the impact of FDI on development was underlined during the fifty-seventh session of the Trade and Development Board and at other high-level international events. Three months after its official launch, the report had already been downloaded 71,500 times in 152 different countries. An analysis of the composition of the downloads showed its relevance for policymakers and for academia and research centres, which represented above 50 per cent of the recorded downloads. In addition to the *World Investment Report*, the Division on Investment and Enterprise launched two new core products, the *Global Investment Trends Monitor* and the *Investment Policy Monitor*, which provide timely, e-based quarterly overview and analysis on international investment and policy developments at the national and international levels.

(b) Increased ability to create an environment conducive to attracting and benefiting from investment for development (Accra Accord, paras. 148-150)

331. Investment policy reviews seek to improve the investment framework, policies and strategies of developing countries in order to allow them to attract higher levels of FDI and derive the largest development gains. In the course of the biennium, investment policy reviews have been completed for Belarus, Burundi, El Salvador, Guatemala, Mozambique, Sierra Leone and the former Yugoslav Republic of Macedonia. In follow-up to the recommendations made in the reviews, UNCTAD has assisted a dozen developing countries in their implementation. Although the direct impact of such activities is difficult to measure, evidence shows that flows of FDI to a number of countries where policy reviews have been carried out have increased, sometimes very significantly, and that some of those countries have seen their international rankings in terms of business practices improved considerably. Research conducted by UNCTAD reveals that least developed countries in Africa where policy reviews have been carried out tend to display less volatile inflows of FDI than countries where no review has taken place.

(c) Increased understanding of key and emerging issues related to international investment agreements and their development dimension and enhanced capacity in negotiating and implementing investment treaties and managing investor-State disputes (Accra Accord, paras. 151 and 153)

332. The Division strengthened its leading role in backstopping the international investment system through its programme of work, which continued to provide cutting-edge research and policy analysis, including the finalization of seven sequels of the *Investment Advisory Series* on investment for development and two sequels of the *Investment Policy Review* series. Upon request, assistance was provided to regional groups and nine developing countries to help them modernize their treaty content and address the challenges arising from investor-State dispute settlements. In addition, the Division continued to foster the dialogue and consensus-building in international investment agreements through its participation in international conferences and seminars and the development of its e-network of experts, which now counts some 1,500 members.

(d) Enhanced understanding and capacity to develop policies aiming at: (i) stimulating enterprise development and business facilitation; (ii) establishing a sound and internationally recognized accounting and reporting framework; (iii) establishing competitive and well-regulated insurance markets; and (iv) increased understanding of instruments and practices regarding corporate social responsibility (Accra Accord, paras. 152, 154-157 and 169)

333. A new business facilitation website was successfully launched in 2010, aimed at identifying and publicizing good practices and measures to enable the creation and operation of private businesses. As evidenced by the increasing number of requests for its implementation, the e-regulation system is generating intense interest. The International Standards of Accounting and Reporting (ISAR) programme addressed the issue of a "capacity-building framework for high quality reporting", which brought together 270 national experts, illustrating the relevance of this subject to member States in the post-crisis context. Throughout the biennium, the Division continued to build consensus on the key elements of an entrepreneurship policy framework. The 2010 meeting of the directors of the Empretec programme was attended by the directors of 27 national centres and 2,000 entrepreneurs. The annual Africa Regional Forum promoted a further exchange of best practices among entrepreneurs. In the area of business linkages, the Division continued to respond to the increasing demand for assistance from developing countries and eight business linkage projects are now ongoing.

Subprogramme 3
International trade

(a) Strengthened capacities of developing countries and countries with economies in transition to integrate beneficially into the global economy and the international trading system, including trade in services, and to design and implement trade policies and participate effectively and coherently in bilateral, regional (including South-South) and multilateral trade negotiations, placing greater emphasis on practical solutions (Accra Accord, paras. 89, 90, 94, 95, 97 and 105-107)

334. UNCTAD's intervention has had a positive impact on strengthening institutional and regulatory capacities in trade-related policies and negotiations in developing countries, as evidenced by the greater number of countries (40) that are estimated to have increased their participation in trade negotiations and the higher number of countries recording improved performance (15). In accordance with the Accra Accord, UNCTAD monitored and assessed the evolution of international trade and the trading system and the impact of economic and financial crisis on development; intensified its comprehensive work on services, trade and development, including through its work on national policy reviews and a multi-year expert meeting on services, development and trade; and scaled up capacity-building support to developing countries and countries with economies in transition, with special focus on the least developed countries, Africa and small and vulnerable economies.

(b) Further improve and disseminate analytical tools, such as the Trade and Development Index, and databases and software, such as the Trade Analysis and Information System (TRAINS) or the World Integrated Trade Solution (WITS), contributing to trade and trade-related decision-making, including in addressing the trade and development impact of non-tariff barriers (Accra Accord, paras. 96 and 97)

335. UNCTAD's trade data and analysis tools, such as the Trade Analysis and Information System (TRAINS) and the World Integrated Trade Solution (WITS), have helped in identifying and addressing market access barriers, trade opportunities and promoting more informed participation in trade negotiations at the multilateral and regional levels. UNCTAD has recorded approximately 40,000 active users of TRAINS and WITS. The new version of WITS was introduced in October 2010. In a related activity, the monitoring and analysis of actions/initiatives taken by member States to reduce or eliminate non-tariff barriers identified at least five such actions/initiatives, including the termination of anti-dumping measures, the easing of import and export licensing requirements and the elimination of export bans.

(c) Improved capacity of commodity-dependent developing countries to harness development gains from the current boom in commodity prices and enhanced international cooperation within the mandate of UNCTAD to address trade and development problems associated with the commodity economy, including the food crisis and poverty reduction (Accra Accord, paras. 91-93, 98 and 183)

336. The progress made in the 2010-2011 biennium is evidenced by: the inception, conduct and results of the first and second sessions of UNCTAD Global Commodities Forum; the organization and successful conduct of the second and

third sessions of annual multi-year expert meeting on commodities and development, including the preparations of the fourth session; and the implementation of the All African, Caribbean and Pacific (ACP) Agricultural Commodities Programme supply chain finance project. Specific policy measures that promoted and improved transparency and accountability in national commodities sectors were adopted by 27 countries, exceeding the target of 10.

(d) Created capacities of developing countries and countries with economies in transition to prepare and implement national and regional (including South-South) competition laws and frameworks that reflect prevailing conditions for achieving domestic and international competitiveness, and enhanced international cooperation for better implementation of the Set of Multilaterally Agreed Equitable Principles and Rules for the Control of Restrictive Business Practices, in particular section F (Accra Accord, paras. 103 and 104)

337. UNCTAD serviced the Sixth United Nations Conference to Review All Aspects of the United Nations Set of Multilateral Agreed Equitable Principles and Rules for the Control of Restrictive Business Practices in November 2010, and produced a set of recommendations for member States. Technical and capacity-building assistance was provided to developing countries on: (a) competition advocacy; (b) preparation of national competition laws; (c) training of competition case handlers; (d) institution-building, including regional institutions; and (e) consumer protection legislation. Case handlers and other officials and institutions were trained in 10 countries. The Competition and Consumer Protection Policies in Latin America programme contributed to strengthening competition in five Latin American countries. The new African Competition Programme was launched. These activities strengthened capacities of 13 developing countries to implement competition policies and prevent anti-competitive practices.

(e) Strengthened capacity of developing countries to formulate and implement mutually supportive trade, environment and sustainable development objectives and to integrate sustainable development objectives in development strategies at all levels (Accra Accord, paras. 99-102 and 105)

338. UNCTAD continued to provide support to developing countries and countries with economies in transition on market access, the transfer of environmentally sound technology, environmentally preferable products, including organic agriculture, and standards through a number of events in Burundi, Ethiopia, Rwanda, Uganda and the United Republic of Tanzania. As a result of its policy analysis and advice, 40 countries are in the process of developing and implementing policies, plans and normative initiatives and setting up inter-agency mechanisms, with a view to taking advantage of trade and investment opportunities while promoting their sustainable development objectives. UNCTAD has also continued to enhance the Bio Trade initiative, which gives support to the growing market for biodiversity products and services produced in a sustainable manner. A Bio Trade impact assessment has been developed to measure the contribution of the initiative to sustainable development through trade and investment.

Subprogramme 4
Technology and logistics

(a) *Improved efficiency of trade logistics of developing countries through, inter alia, strengthening of management of transport operations, coherent transit systems and trade facilitation, development and implementation of appropriate institutional and legal frameworks, and active participation of developing countries in transport and trade facilitation negotiations (Accra Accord, paras. 107 and 164-168)*

339. UNCTAD provided policy advice and technical assistance to address trade facilitation needs, modernize customs procedures and adopt regulatory reforms based on international instruments and standards affecting transport and trade facilitation. The interventions took place in more than 50 countries and regional groupings. As a result, a group of developing countries took 20 new actions to improve transport and transit systems. In addition, 15 countries using the Automated System for Customs Data (ASYCUDA) software reported improvement in the management of customs administration.

(b) *Improved awareness and adoption of national and international policies in the area of science, technology and innovation, as well as information and communications technologies, notably to respond to technological changes, implement effective domestic innovation policy, support transfer and diffusion of technology, and strengthen North-South and South-South cooperation in harnessing knowledge and technology for development, including through capacity-building, as agreed in the outcomes of major United Nations conferences and summits (Accra Accord, paras. 153 and 158-161)*

340. As a result of policy advice and assistance by UNCTAD, 23 new actions were taken by developing countries to implement programmes to enhance the contribution of science, technology and innovation, and ICT for development, including: the formulation of a new national science, technology and innovation strategy by the Governments of Ghana and Lesotho following the UNCTAD science, technology and innovation policy reviews; the reconsideration of the institutional arrangements related to science, technology and innovation in Peru, influenced by a similar review; and the production of a number of draft cyberlaws in the countries of the East African Community. In addition, 18 new cooperative initiatives were started at the subregional, regional and international levels in these areas. The figures reveal considerable progress towards the targets for the biennium of 28 new actions and 20 new initiatives. The results have been achieved through a combination of analytical work, policy recommendations and demand-driven capacity-building at national and subregional levels, as well as through expert group and intergovernmental meetings.

(c) *Enhanced support to the Economic and Social Council Commission on Science and Technology for Development to fulfil its mandates, including the follow-up to the outcomes of the World Summit on Information Society (Accra Accord, paras. 159 and 161)*

341. As evidenced by presentations and reports for the thirteenth session of the Commission on Science and Technology for Development and during the intersessional panel, 10 new measures and initiatives have been adopted at the

national level in line with policy recommendations contained in resolutions of the Economic and Social Council. The results have been achieved through the provision of substantive support to the Commission and by ensuring high-level participation in its sessions and the commitment of its members. High-level participation and commitment has translated into the adoption of two recommended resolutions by the Economic and Social Council, which meets the target for the biennium. Contributions were also made to facilitate policy dialogue and consensus-building at the General Assembly, resulting in the adoption of a resolution on that subject.

(d) Enhanced knowledge and capacities in developing countries in the areas of trade and investment and interrelated issues, through cross-divisional capacity-building programmes providing research, teaching and training to local institutions in developing countries (Accra Accord, para. 162)

342. During the biennium, as a result of UNCTAD assistance, 15 initiatives were taken by developing countries to strengthen the capacity of their local institutions in the areas of trade and investment and interrelated issues. Specifically, UNCTAD assisted in the delivery of capacity-building activities for trade practitioners, academics and policymakers, including through a regional training programme on trade-related capacity-building in West Africa, courses provided by the Port Training Programme in countries in Asia, Africa and Latin America, professional development workshops for academics, joint research projects between different universities on trade-related topics and courses on key issues on the international economic agenda.

(e) Capacity-building in e-tourism (Accra Accord, para. 163)

343. As evidenced by official statements made during seminars and workshops, as well as official communications from targeted countries, five countries (out of a target of five for the biennium), Benin, Burkina Faso, Guinea, Mali and Mauritania, acknowledged the contribution of the programme to the management and improvement of their tourism sectors. UNCTAD continued to provide: assistance, including technical advice; pedagogical guides and tools; training of over 200 high-level public officials and private stakeholders on e-tourism issues; and support to multi-stakeholder dialogues, in particular through the implementation of national committees, in the five beneficiary countries that reported improvement in the management and promotion of their tourism sector as a result of UNCTAD assistance.

Subprogramme 5
Africa, least developed countries and special programmes

(a) Increased range of national and international policy choices to promote African development in the areas of expertise of UNCTAD (Accra Accord, paras. 10, 41 and 195)

344. The *Economic Development in Africa Report 2010* analysed the growing partnerships between Africa and non-African developing countries while the *Economic Development in Africa Report 2011* analysed the current state of industrial development in Africa and made proposals for a new industrial policy, including a framework for the strategic choice of priority sectors. Both reports were well received in the press as well as by the Trade and Development Board, where 29

endorsements were recorded for the 2010 publication and 25 for the 2011 publication. The Division for Africa, Least Developed Countries and Special Programmes prepared two reports on activities undertaken by UNCTAD in support of Africa, which were presented to the fiftieth and fifty-third sessions of the Board. In addition, UNCTAD established the NEPAD Steering Group to coordinate its support to Africa and ensure that its activities are in line with NEPAD priorities. Efforts were also made to enhance partnerships with African regional organizations, allowing the programme to exploit synergies across organizations and enhance the impact of its activities in Africa.

(b) Increased analytical understanding and consensus in the global economy of the development problems of the least developed countries (Accra Accord, paras. 10, 39 (c) and (d), 41, 90 (i), 147 and 184 (b) and (g))

345. The *Least Developed Countries Report 2010* calls for the creation of a new international development architecture for the least developed countries aimed at supporting a pattern of accelerated economic growth. The *Least Developed Countries Report 2011* argues that the least developed countries need to go beyond carrying on with "business as usual" and to promote inclusive and sustainable development, and it suggests how South-South cooperation could support such a transformational agenda. Several activities to disseminate the findings of the *Least Developed Countries Report* series were undertaken (seminars, presentations, advisory activities and brochures) in order to engage in policy dialogue with policymakers in the least developed countries and their development partners. The world economic crisis has brought heightened scepticism concerning conventional development strategies pursued by the least developed countries and the search for alternative policies has intensified. UNCTAD has responded to this call, and its work has attracted much attention for that reason.

(c) Better integration of trade policies and priorities in the national development plans through, inter alia, the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries (Accra Accord, paras. 90 (i), 212 (d) and 214)

346. UNCTAD made key advances in assisting nine least developed countries to better integrate trade into their development plans. In particular, UNCTAD finalized the implementation of a national trade policy project in Sierra Leone and assisted Gambia and Mozambique to draft updates to the terms of reference for their Diagnostic Trade Integration Studies. The update of the terms of reference of the study of Gambia has been approved and funded by the secretariat of the Enhanced Integrated Framework, and implementation has been initiated by UNCTAD, together with the Government of Gambia. During the biennium, UNCTAD also organized a regional workshop on trade mainstreaming to assist Government representatives in West and Central Africa to better integrate trade into their national development plans. In addition, consultations on the formulation of tier-2 projects have taken place in Cambodia, the Democratic Republic of the Congo and Sao Tome and Principe, and updating of the terms of reference of the studies of Benin, Chad, Malawi and Senegal are under way. Two draft tier-2 projects have been prepared on trade policy assistance for the Democratic Republic of the Congo and Guinea-Bissau.

(d) Greater resilience, through action to reduce handicaps and enhance the diversification of structurally weak, vulnerable and small economies, in particular small island developing States, within the framework of the 2005 Mauritius Strategy (Accra Accord, paras. 10, 36 (d), 90 and 212 (h))

347. UNCTAD support to small island developing States before, during and after the process of graduation from least developed country status, is unique in the United Nations system (four countries, with a target of five for the biennium). On 1 January 2011, Maldives was officially taken off the United Nations list of least developed countries. UNCTAD had been providing the Government of Maldives with technical assistance in order to secure a smooth transition, and the Government recently stated that UNCTAD was the only organization in the United Nations system to have helped it through the graduation process. UNCTAD will continue to monitor the challenges faced by Maldives, and to advise national authorities during the transitional period since the country has a continuing need for special treatment. Cape Verde, Samoa and Vanuatu are being similarly supported.

(e) Improvement in the effective participation of landlocked developing countries in the global trading system and foreign direct investment flows owing to analytical work, advisory services and technical cooperation undertaken within the framework of the Almaty Programme of Action (Accra Accord, paras. 10, 36 (d), 41, 107, 146, 165 and 212 (g))

348. Landlocked developing countries have been supported within the framework of the Almaty Programme of Action, notably in the area of trade facilitation, and through regular inputs to the annual report of the Secretary-General on landlocked developing countries. UNCTAD continues to support the ongoing tripartite negotiations between China, Mongolia and the Russian Federation on a transit traffic agreement. In addition, a technical assistance initiative aimed at enhancing the capacities of landlocked developing countries to attract FDI commenced in mid-2011. Initial activities, including fact-finding missions to Bhutan, Burkina Faso and Mali, have stimulated a process of self-reflection in those countries on appropriate Government policies and measures to improve national capacities to attract FDI. The discussions also assisted national efforts to build up requisite institutional capacities and familiarized the responsible Government officials with international best practices and issues at stake. The publication of investment guides for project countries is expected for 2012.

Section 13
International Trade Centre (UNCTAD/WTO)

Highlights of programme results

During the biennium, the International Trade Centre developed activities according to its mandate, focusing on trade information and export promotion solutions. The Centre increased its support for the poorest and most vulnerable countries (least developed countries, landlocked developing countries and small island developing States), where its delivery reached 55 per cent of its technical assistance in 2011. As a result, policymakers in sub-Saharan Africa expressed 83 per cent satisfaction with regard to the Centre's work. The Centre has also increased oversight of the quality of its projects by training its staff in results-based management. In 2011, 64 per cent of the Centre's project value was fully compliant with the principles of results-based management. This fact may explain why 68 per cent of trade support institutions that have benefited from the Centre's projects or training activities positively rate its performance in supporting their efforts to improve services over the past three years (2009-2011), and why 72 per cent of enterprises consider that the quality of the Centre's products and services has evolved positively over the last three years (2009-2011). The Centre has made considerable efforts in terms of building awareness and disseminating knowledge, with a 98 per cent delivery rate of its mandated outputs, representing about 10 per cent of the total of the outputs of the United Nations Secretariat. During the biennium, the Centre has focused on ensuring inclusiveness in its efforts to provide technical assistance in the areas of trade information and export promotion. In 2010-2011, women accounted for 44 per cent of the participants in the Centre's training courses and seminars, a figure that represents 8,056 women, or 16.4 per cent of the total number of women trained by the United Nations Secretariat.

Challenges and lessons learned

The challenges faced by the International Trade Centre are to further increase the relevance, performance, impact and inclusiveness of its technical assistance activities. Lessons learned can be summarized as follows: (a) relevance — the Centre will continue ensuring that it does the right thing by strengthening its needs assessment methodologies; it will systematically pursue national ownership and consensus between private and public sector over key trade development objectives; (b) performance — special attention will be given to further improving the value and the quality of technical assistance; (c) impact — the Centre will further integrate its services into better coordinated solutions and will increase the outreach of its support to a greater number of enterprises; (d) inclusiveness — the Centre will pursue a comprehensive and inclusive approach to support the overall trade promotion architecture of trade support institutions; and (e) the Centre will focus on increasing its impact on the poorest and most vulnerable countries and enterprises (poor communities and women entrepreneurs).

Output implementation rate

349. The above-cited results are based on the implementation of 95 per cent of 600 mandated, quantifiable outputs.

350. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 13) and Add.1).

Subprogramme 6
Operational aspects of trade promotion and export development

(a) Strengthened integration of the business sector into the global economy through enhanced support to policymakers

351. Despite intensified efforts to conclude the Doha Development Agenda, negotiations have reached an impasse, with the emphasis having shifted from trade negotiations-related issues to export promotion issues. As a result, the Centre's support for policymakers' efforts to integrate their business sectors into the global economy has been increasingly targeted at export promotion issues rather than trade negotiation issues. The Centre's client survey indicates that 76 per cent of policymakers who received support from the Centre through projects or training and technical assistance activities have given a positive rating to its performance in supporting the efforts of their organization or department to integrate business into the global economy over the past three years (2009-2011). This positive rating applies to sub-Saharan Africa in particular, where the approval rate was 83 per cent.

(b) Increased capacity of trade support institutions to support businesses

352. Trade support institutions are a natural priority target of the Centre's technical assistance activities, in particular the following three segments: Government administrations, trade promotion organizations and generic trade support institutions (for example, Chambers of Commerce). Since the Centre has no representation in the field, it works mainly in partnership with trade support institutions on three objectives: (a) strengthening the functions of the institutions themselves; (b) supporting the services that the institutions provide to the business sector, and to small and medium-sized enterprises in particular; and (c) enhancing the role of the institutions in improving the business environment for trade. According to the Centre's client survey, trade support institutions favourably assessed the support that the Centre provides: 68 per cent of the institutions that have benefited from a project or training gave it a positive rating on its performance over the past three years (2009-2011).

(c) Strengthened international competitiveness of enterprises through ITC training and support

353. The Centre's capacity-building efforts are aimed at enabling enterprises to: gain a clearer understanding of the conditions required for taking part in the export trade; undertake the necessary competitive steps to take advantage of trade opportunities; transact business with foreign companies (exports and imports). Compared to the 2008-2009 biennium, the Centre has increased its outreach to enterprises considerably. As a result of its support a number of enterprises have formulated business strategies, became export ready and transacted business. According to the Centre's client survey, 72 per cent of enterprises consider that the quality of the Centre's products and services evolved positively over the last three years (2009-2011).

Section 14
Environment

Highlights of programme results

UNEP, working with leading scientists, prepared scientific analyses to support the negotiations on the United Nations Framework Convention on Climate Change. Its work helped to catalyse significant investments in cleaner energy technologies in both the public and private sectors and resulted in increased investment in reducing greenhouse gas emissions with respect to land use, land-use change and forestry. UNEP supported national Governments in reducing vulnerability to disasters and conflicts through risk assessments, early warning, policy support and training programmes. UNEP also played a catalytic role in directing more international funding towards environment/natural resource management and in improving the sustainability of aid and development projects. With support from the joint UNDP-UNEP Poverty-Environment Initiative, 17 countries included environmental sustainability as an objective or priority in their national or sectoral development policies. UNEP involvement resulted in the integration of environmental sustainability into United Nations development assistance framework processes of 30 countries. In the area of sound chemicals management, 11 countries are working to integrate sound chemicals management into national policies and strategies. With support from UNEP, 30 additional national and local Governments and public institutions have invested in and adopted technologies favouring resource efficiency and sustainable consumption and production.

Challenges and lessons learned

- The multisectoral nature of climate change adaptation and the complexity of national consensus-building processes make the integration of adaptation into national development policies complex.
- Private sector engagement has proven instrumental to obtaining broad-based support for the introduction of renewable energy technologies.
- The level of funding and consideration given to environmental issues in conflict or disaster-affected countries continue to compete with other priorities, such as humanitarian and security needs.
- Country-specific evidence on the links between environment, poverty reduction and pro-poor growth is needed to convince sceptical policymakers and other key stakeholders that investment in environment sustainability is worthwhile.

Output implementation rate

354. The above-cited results are based on the implementation of 90 per cent of 276 mandated, quantifiable outputs.

355. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 14)).

Executive direction and management

1. Office of the Executive Director

(a) Enhanced coherence between environmental activities within the United Nations system and wider acceptance and use of UNEP work in addressing environmental concerns in the broader sustainable development framework

356. Under the umbrella of the Environment Management Group, UNEP coordinated a number of system-wide responses to environmental concerns. For example, CEB established a process for a system-wide contribution to the implementation of the Strategic Plan for Biodiversity 2011-2020 and the United Nations Decade on Biodiversity. The Environment Management Group approved the "One United Nations" response report on global drylands and it finalized and approved a framework for environmental and social sustainability in the United Nations system and a strategic plan on environmental management of the United Nations, both of which are aimed at enhancing the sustainability of the Organization's work at the policy, programme and management levels.

(b) Strengthened use of science in implementing the UNEP programme of work

357. During the biennium, UNEP established the following seven collaborative endeavours with the scientific community: (a) *The Emissions Gap Report*; (b) the UNEP Emerging Issues bulletin entitled "Environmental consequences of ocean acidification: a threat to food security"; (c) the UNEP Global Mercury Partnership; (d) the science networks supporting the emerging issues sections contained in the *UNEP Year Book 2011* on phosphorus, forest biodiversity and plastic debris in the ocean; (e) the UNEP Foresight Process panel, which was instrumental in identifying the key environmental challenges for the twenty-first century; (f) the *UNEP Year Book 2012* network of soil scientists, which developed an emerging issues section on the benefits of soil carbon to inform decision makers and the public; and (g) the Earth System Science Partnership, used to conduct the scientific review of the Fifth Global Environment Outlook. These science-based reports and partnerships allowed UNEP to convene scientists to work on priority policy issues and provide evidence on environmental issues to support international negotiations.

(c) Improved relevance and impact of the work of UNEP to the needs of member States, including focus on capacity-building, technology support needs, and increased integration of the gender perspective in the implementation of its programmes and projects

358. Most UNEP projects are aimed at building national capacity for conducting assessments, policy analysis and other technical support activities for the implementation of policies and strategies. In order to increase the integration of the

gender perspective into the implementation of UNEP programmes and projects, 80 per cent of its current projects include gender-related actions. This is a substantial increase over the previous biennium when only 63 per cent of its programmes and projects included a gender element. Actions in this regard include the development of gender criteria, indicators for assessments and collection, and analysis of sex-disaggregated data. Gender action plans specific to each subprogramme will enable effective project-level reporting on the progress made in mainstreaming gender perspectives into UNEP projects.

(d) Improved support to members of the governing bodies of UNEP

359. An analysis of the remarks of the Permanent Representatives of Member States at the Committee of Permanent Representatives to UNEP revealed satisfaction with UNEP's support and the quality of its reports and publications. Members of the Committee appreciated the regular communication of UNEP senior management on the organization's upcoming work, challenges, latest achievements and events. In addition, in its efforts to service the meetings of the governing bodies effectively, UNEP has managed to publish over 60 per cent of the working documents of the governing bodies within the set time frame. Achieving this goal was often difficult, given that the international community was engaged in contentious debates in preparation for the United Nations Conference on Sustainable Development and the fact that UNEP operates in an environment of dynamic change. Holding regular dialogues with Governments, both formally and informally, has proved to be effective in enabling the governing bodies and the secretariat to work collaboratively and with greater flexibility.

(e) Improved quality in the design and implementation of the UNEP programme of work and enhanced collaboration between UNEP divisions in programme delivery

360. UNEP has made a commitment to become a more efficient and effective organization working towards measurable results. To that end, a medium-term strategy for 2010-2013 was developed with a programme of work that is structured along six thematic subprogrammes managed in a matrix structure by six divisions. The matrix approach to the implementation of the subprogrammes has enhanced collaboration between the divisions of UNEP by reducing the duplication and overlap inherent to subprogramme-specific divisions and has ensured better use of scarce resources. The challenges encountered with the new approach are being examined with a view to refining the administrative management of the programme. The 24-month performance review shows that 93 per cent of the programmed outputs were delivered.

(f) Improved management of finance, human resources and information and communications technology administration in UNEP

361. During the biennium, UNEP worked with the United Nations Office at Nairobi to provide all UNEP outposted offices with access to IMIS and other Lotus Notes-based administrative applications and to consolidate and manage post-related information from all of its offices through a single interface. UNEP also embarked on the development of a project database that would support the management of and reporting on the implementation of its programme of work.

(g) Improved geographical representation and gender balance of staff

362. UNEP continued to make a concerted effort to increase the number of women in posts in the Professional and higher categories. All recruitment panels have at least one female panel member and all suitable female candidates are given very serious consideration. UNEP tries to improve geographical representation by actively involving its regional offices in the recruitment for senior positions.

(h) Timely and adequate mobilization of financial resources

363. UNEP's total budget for the 2010-2011 biennium, comprising the Environment Fund, trust funds and earmarked contributions, the United Nations regular budget and programme support costs, was approved by the Governing Council at a level of $446 million. The pledges and payments to the Environment Fund for the 2010-2011 biennium totalled approximately $162 million. This is a shortfall of $18 million (9.9 per cent) against the approved 2010-2011 budget of the Fund of $180 million. Extrabudgetary resources, which include trust funds and earmarked contributions directly supporting the UNEP programme of work, totalled $260 million, which is $31.8 million (14 per cent) more than the biennial budget estimate of $228.2 million.

(i) Effective evaluation of the UNEP programme

364. A total of 39 evaluations were completed between January 2010 and December 2011, and an additional 21 are ongoing. A formative evaluation of the UNEP programme has resulted in improved processes for the development of the medium-term strategy and the UNEP programme of work. A report based on the analysis of completed project evaluations, which includes findings related to challenges and lessons learned in the implementation of UNEP projects and programmes, will inform project planning.

2. United Nations Scientific Committee on the Effects of Atomic Radiation

(a) Expanded and updated scientific assessments of exposures regionally and globally to ionizing radiation and of radiation effects on human health and the environment

365. The Committee's assessments of the risks of radiation exposure underpinned the revision of the International Basic Safety Standards for Protection against Ionizing Radiation and for the Safety of Radiation Sources during the biennium.

(b) Increased awareness and use among decision makers, the scientific community and civil society of the Committee's scientific assessments as a sound basis for decision-making on radiation-related issues

366. All outstanding reports of the Committee were published during the biennium, and press briefings were held for each report. In addition, numerous media interviews were given during the response to the accident at the Fukushima Daiichi nuclear station on lessons from Chernobyl. Visits to the Committee's website in 2011 increased by more than 100 per cent over 2010.

Subprogramme 1
Climate change

(a) Adaptation, planning, financing and cost-effective preventative actions are increasingly incorporated into national development processes that are supported by scientific information, integrated climate impact assessments and local climate data

367. During the 2010-2011 biennium, UNEP sharpened its focus on ecosystem-based adaptation with the implementation of two important flagship projects: the Nile River Basin project in the 10 Nile River Basin countries; and the ecosystem-based adaptation in mountain ecosystems. Adaptation considerations were incorporated into national planning documents in Bangladesh, Ghana, Malawi and Senegal, and the resilience of key ecosystems vulnerable to climate change was strengthened in Nepal, Nicaragua, Peru, Togo, Uganda and the United Republic of Tanzania. Vulnerability and impact assessments in five countries have been used to inform decision-making and assessment capacities have been strengthened in 37 countries. Knowledge sharing activities were further supported in the Asia-Pacific region and in Latin America, and activities were also organized at the global level. Efforts are under way to expand these adaptation networks to Africa and West Asia. A multi-sector study was completed on the economics of adaptation in Africa to identify strategic policy responses and urgent investment priorities.

(b) Countries make sound policy, technology and investment choices that lead to a reduction in greenhouse gas emissions and potential co-benefits, with a focus on clean and renewable energy sources, energy efficiency and energy conservation

368. A total of 20 countries are in the process of identifying and implementing clean energy policies and measures as a result of UNEP-supported projects. UNEP support ranged from assessments to knowledge networks for policy development in the area of renewable energies and energy efficiency. UNEP has supported the efforts of 36 developing countries to prioritize climate relevant technologies, a step towards the development of nationally appropriate mitigation actions. In addition, UNEP launched its en.lighten initiative (www.enlighten-initiative.org/), which provides guidance and promotes steps to achieve the accelerated global phase-out of inefficient incandescent lamps by 2016. It also launched the Global Efficient Lighting Partnership Programme to assist countries in developing integrated national phase-out strategies. Thus far 18 countries have joined.

(c) Improved technologies are deployed and obsolescent technologies phased out, financed through private and public sources, including the clean development mechanism and joint implementation mechanism

369. As a result of UNEP intervention, significant progress has been achieved in increasing the investment in clean energy projects. The overall investment target value of $200 million was exceeded during the biennium. For example, UNEP funding for the Seed Capital Assistance Facility is already estimated to have stimulated over $150 million in financing, while $63 million is the total amount that has been leveraged from the public and private sectors by all of the projects under the Mediterranean Investment Facility and the Solar Water Heating Programme. Other important projects include: (a) the African Carbon Asset Development

Facility, for which 74 project applications were received from 20 countries, including 14 least developed countries; (b) the National Climate Finance Institutions Support Programme, which helps countries in Asia, Latin America and Africa to absorb and manage effectively the significant sums of climate financing expected from industrialized countries; and (c) the Climate Change Working Group of the UNEP Finance Initiative, which continues to deploy and update various energy finance tools and capacity-building resources.

(d) Increased carbon sequestration occurs through improved land use, reduced deforestation and reduced land degradation

370. UNEP promotes increased carbon sequestration through the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD), the financing for which far exceeded its target, reaching $150 million. UNEP promotes financing for REDD-plus as a way to develop low-carbon growth and to access financial and technical support to reduce greenhouse gas emissions from deforestation and forest degradation. UN-REDD has not only been a model of inter-agency collaboration and an example of the United Nations goal of "Delivering as one", it has also surpassed its original direct support to 9 countries and is now supporting 14 countries, with an additional 21 partner countries that benefit from work at the global level. During the biennium, UNEP provided guidance on how best to ensure that forests continue to provide multiple benefits with respect to climate change mitigation, conservation and development. It also directed investments in REDD-plus towards leveraging transformative changes that deliver green development and a green economy.

(e) Country policymakers and negotiators, civil society and the private sector have access to relevant climate change science and information for decision-making

371. Access to relevant climate change science was enhanced across four regions and integrated into national programmes and decision-making entities in 12 instances. For example, experience from the science-policy dialogues on the perception and knowledge of climate risks has informed actions in Bangladesh, Bhutan, Burundi, Ghana, Nepal, Nigeria, Rwanda, Senegal and the United Republic of Tanzania and has played a particular role in adaptive decision-making processes in Bangladesh, Nepal, Rwanda and the United Republic of Tanzania. In addition, scientific analyses were prepared to support the negotiation process on the United Nations Framework Convention on Climate Change. Key publications such as *Bridging the Emissions Gap, HFCs: A Critical Link in Protecting Climate and the Ozone Layer* and the report on short-lived climate forcers provided relevant and up-to-date information on climate change to a range of actors and decision makers.

Subprogramme 2
Disasters and conflicts

(a) Enhanced capacity of Member States in environmental management in order to contribute to natural and man-made disaster risk reduction

372. UNEP has helped build the environmental management capacity of member States through direct bilateral support and through leveraging catalytic partnerships with key international agencies working at the country level. UNEP conducted early warning and risk assessments in 17 vulnerable countries, leading to targeted

technical support and pilot risk-reduction projects in 15 countries. Through the identification and dissemination of best practices and training, UNEP also worked to improve understanding and practical action on the management of natural resources for risk reduction within eight key United Nations entities and the European Commission in order to promote the adoption of new programmes, policies and practices at the country level. The amount of international funding pledged to UNEP for combined disaster risk reduction and natural resources management schemes totalled $9.7 million, a 273 per cent increase over the previous biennium.

(b) Rapid and reliable environmental assessments following conflicts and disasters, as requested

373. Since 2008, UNEP's post-crisis environmental assessments have identified acute environmental risks in 16 countries, 12 of which (75 per cent) took concrete action to mitigate the identified risks. Environmental expertise was mobilized to identify and mitigate acute risks in emergency situations in 11 countries, while comprehensive field-based assessments were completed in Nigeria, the Democratic Republic of the Congo, Haiti and Rwanda. The UNEP assessment of oil contamination in Ogoniland, Nigeria, which was the most comprehensive study of its kind ever conducted, led the national Government to commit itself to undertake an unprecedented clean-up operation, which is to be launched in 2012. In Haiti, where UNEP led the assessment of the environmental sector in the post-disaster needs assessment that followed the 2010 earthquake, priority environmental needs were integrated within the recovery and reconstruction planning process and significant funding was catalysed for environmental recovery projects.

(c) The post-crisis assessment and recovery process contributes to improved environmental management and the sustainable use of natural resources

374. UNEP plays a catalytic role in directing international funding towards environment/natural resource management and in improving the sustainability of aid and development projects. During the biennium, UNEP's field-based programme in the Sudan led to the establishment of environmental ministries in 16 States as well as the adoption of integrated water resource management as a national policy. A total of $33.5 million was pledged during the biennium for UNEP environmental recovery projects in post-crisis countries, representing a 216 per cent increase compared to the funding levels in the previous biennium. This significant increase is largely the result of unforeseen crises such as the earthquake in Haiti. In addition to the funding pledged directly to UNEP, the organization has also played a proactive role in directing more international funding towards environment/natural resource management and in improving the sustainability of aid and development projects. For example, in the Sudan and South Sudan, UNEP arranged $16.5 million in financing for green projects, while in Afghanistan and Haiti, it was instrumental in raising over $99 million and $18.8 million, respectively, for environmental recovery and sustainable development projects.

Subprogramme 3
Ecosystems management

(a) Enhanced capacity of countries and regions to increasingly integrate an ecosystem management approach into development and planning processes

375. As a result of UNEP support, ecosystem management concepts and principles have been incorporated into 11 development planning processes and products in a number of countries, including the improved management of freshwater for ecosystem services in four ecosystems: (a) Lake Faguibine, Mali; (b) Chicualacuala, Mozambique; (c) the Tana River in Kenya; and (d) Lake Tondano, Indonesia.

376. In addition, seven countries have developed integrated water resource management plans that recognize and consider ecosystem services. UNEP has also contributed to the development of sustainable infrastructure resulting from a signed agreement under the Framework Convention on the Protection and Sustainable Development of the Carpathians and the International Convention for the Protection of the Alps to establish an ecological corridor linking the Carpathian region to facilitate the movement of animals.

(b) Countries and regions have capacity to utilize ecosystem management tools

377. UNEP ecosystem management tools, such as Sub-Global Ecosystem Assessments and Integrated Ecosystem Assessments are being used in Guatemala, the Lao People's Democratic Republic, Thailand and the Sudan. Access to and utilization of ecosystem management planning tools such as consultations, platforms and management plans has been increased in two transboundary regions (Mount Kailash (India, China and Nepal) and Mayombe (Angola, the Democratic Republic of the Congo and the Congo)). With assistance of UNEP, marine spatial planning tools are being developed, tested and applied in the Dominican Republic and Papua New Guinea. Senior officials from Eastern and Southern Africa (18 countries) trained by UNEP are involved in the planning and management of infrastructure in response to climate change. In addition, capacity-building by UNEP has helped 46 countries (10 ASEAN countries, 15 Caribbean countries, 13 African countries and 8 Latin American countries) to develop national indicators to steer future planning in a more biodiversity-friendly direction.

(c) Strengthened capacity of countries and regions to realign their environmental programmes and financing to address degradation of selected priority ecosystem services

378. UNEP focuses on building the capacity of Governments to "turn knowledge into action". In this context, "action" may refer, inter alia, to policy and management reforms, amended budgetary allocations or reformed national accounting frameworks. For example, following UNEP's intervention and catalytic role in the Mau forest ecosystem, the Ministry of Finance of Kenya allocated $26 million for ecosystem conservation and restoration activities in priority areas in the country, including the Mau forest. Brazil, Germany, India, the Netherlands and Norway have launched national Economics of Ecosystems and Biodiversity studies, which could result in increased allocations to protecting key ecosystem services for sustainable economic growth. The UNEP goal of realizing increased budgetary allocations in a total of six countries as a direct result of its interventions was not

achieved during the biennium, however, because of the limited time frame and the importance of timing in influencing budgetary issues.

Subprogramme 4
Environmental governance

(a) The United Nations system, respecting the mandate of each entity, progressively realizes synergies and demonstrates increasing coherence in international decision-making processes related to the environment, including those under multilateral environmental agreements

379. During the biennium, as a result of technical support provided by UNEP, Governments reached a decision to establish an Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services. In addition, UNEP mobilized collaboration to address five new environmental issues through inter-agency partnerships within the United Nations: (a) a system-wide perspective on post-2010 biodiversity challenges; (b) a system-wide perspective on the green economy; (c) a system-wide contribution to the drylands agenda; (d) a system-wide sustainability framework and a United Nations statement on the institutional framework for sustainable development as a contribution to the United Nations Conference on Sustainable Development; and (e) a system-wide collaboration aimed at improving the Organization's environmental management practices, including sustainable procurement and climate neutrality. The Environment Management Group agreed that the United Nations should work collaboratively on the development of a system-wide approach to environmental and social safeguards and sustainable management.

(b) Enhanced capacity of States to implement their environmental obligations and achieve their environmental priority goals, targets and objectives through strengthened laws and institutions

380. During the biennium, and with UNEP support, 11 countries (Bangladesh, Cambodia, India, Indonesia, the Lao People's Democratic Republic, Maldives, Mongolia, Timor-Leste, Turkey, Uganda and Viet Nam) launched initiatives to develop and strengthen environmental laws and integrate environmental considerations into national sectoral laws, with a view to implementing internationally agreed goals and targets. At the request of Cambodia, the Lao People's Democratic Republic and Viet Nam, UNEP suggested revisions to national legislation to reduce vulnerability to the impacts of climate change. Six international organizations are making use of UNEP environmental guidance, for example: (a) UNEP worked with the International Organization of Supreme Audit Institutions to produce a primer for auditors on the content of multilateral environmental agreements, which is now part of its official guidance documentation for national audit offices; (b) UNEP collaborated with INTERPOL to assist countries in strengthening their capacity to enforce laws on the environment; and (c) UNEP supported the work of the International Law Commission, through technical cooperation and support to its members, in elaborating its long-term plan of work for the progressive development of international law on the environmental protection of the atmosphere.

(c) *National development processes and United Nations common country programming processes increasingly mainstream environmental sustainability in their implementation*

381. With the support of the joint UNDP-UNEP Poverty-Environment Initiative, 17 countries[8] integrated environmental sustainability as an objective or priority in their national or sectoral development policies. In the context of United Nations common country programming processes, UNEP participation resulted in the integration of environmental sustainability into the United Nations development assistance framework processes of 30 countries,[9] including in the formulation of stand-alone environment and climate change outcomes and/or outputs in the results matrix and the monitoring and evaluation plans. National environment summaries on the environment and development, largely based on the UNEP-supported assessments, were included in the country analyses of 20 countries as part of the roll-out process of their development assistance frameworks.[10] UNEP facilitated regional and subregional institutional arrangements to address common interests in shared natural resources and transboundary environmental issues through nine policy dialogues among Governments, including existing regional and subregional forums in Africa, the Caribbean, Europe and the Asia-Pacific region.

(d) *Improved access by national and international stakeholders to sound science and policy advice for decision-making*

382. During the biennium, 9 out of 10 integrated environmental assessments were peer reviewed by independent scientists and policy experts to ensure scientific soundness and policy relevance. The methodologies used in the assessments were implemented in seven countries,[11] and eight assessments supported policy processes. These methodologies are being used by other United Nations agencies, educators and the media. Improved access to sound science is demonstrated by the fact that there are approximately 195,122 monthly visits to the Global Environment Outlook website. During the biennium, over 3,400 scientific journals were made available to 2,200 institutions in 109 developing countries through Online Access to Research in the Environment, an international public-private consortium.

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[8] Bangladesh, Bhutan, Botswana, Burkina Faso, Burundi, the Dominican Republic, Kenya, the Lao People's Democratic Republic, Malawi, Mali, Mauritania, Mozambique, Nepal, Rwanda, Tajikistan, the United Republic of Tanzania and Uruguay.

[9] Albania, Bangladesh, Barbados, Belarus, Burkina Faso, Cambodia, China, the Dominican Republic, Egypt, El Salvador, Ethiopia, Gambia, Honduras, Indonesia, Iraq, Kyrgyzstan, Malawi, Maldives, Mauritania, Mongolia, Montenegro, Mozambique, Panama, Peru, Serbia, Turkey, Ukraine, the United Republic of Tanzania, Uruguay and Yemen.

[10] Antigua and Barbuda, Azerbaijan, Barbados, Belarus, Burkina Faso, Dominica, El Salvador, Gambia, Ghana, Grenada, Guyana, Indonesia, Jordan, Libya, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and Grenadines, Ukraine and Yemen.

[11] Bhutan, China, the Dominican Republic, El Salvador, Guatemala, Haiti and Kenya.

Subprogramme 5
Harmful substances and hazardous waste

(a) Increased capacities and financing of States and other stakeholders to assess, manage and reduce risks to human health and the environment posed by chemicals and hazardous waste

383. UNEP has strengthened the mainstreaming of sound chemicals management at the national level by the increasing engagement of Government and other stakeholders in UNEP-supported initiatives. In addition to the 11 countries[12] that are working to integrate sound chemicals management into national policies and strategies with UNEP support, 51 African countries have agreed to complete their situation analysis and needs assessments and national plans of joint action by the end of 2012. Partnerships with key industry associations to promote responsible care along value chains have resulted in the formation of four small and medium-sized enterprise networks as vehicles for building capacity in sound chemicals management. Deposits to the Strategic Approach to International Chemical Management quick-start programme trust fund remained on target for the biennium. A total of over $30 million has been approved for 143 projects that support efforts for the sound management of chemicals and waste in 103 countries.

(b) Coherent international policy and technical advice is provided to States and other stakeholders for managing harmful chemicals and hazardous waste in a more environmentally sound manner, including through better technology and best practices

384. During the biennium, stakeholder interest in the Strategic Approach to International Chemical Management grew significantly, with 74 new national focal points nominated since 2009, including greater engagement of industry in activities related to the emerging policy issues identified at the International Conference on Chemicals Management. In addition, the participating organizations of the Inter-Organization Programme for the Sound Management of Chemicals agreed to pool their expertise through the development of an integrated and coherent resource toolbox. UNEP tools are routinely used in the preparation of quantitative assessments of the scale and distribution of chemicals releases, in particular for persistent organic pollutants and mercury, and in the monitoring of such pollutants. The use of standard UNEP tools allows greater comparability between the results being reported under the multilateral environmental agreements, and thus facilitates improved understanding of controls and implementation planning in this field. In total, 98 Governments and other stakeholders are applying UNEP guidance and tools.

(c) Appropriate policy and control systems for harmful substances of global concern are developed and in place in line with international obligations of States

385. The Intergovernmental Negotiating Committee to Prepare a Global Legally Binding Instrument on Mercury began its work in 2010, and by the end of the biennium, a draft text had been developed by Government representatives, with

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[12] Belize, Cambodia, Ecuador, Honduras, Kyrgyzstan, Liberia, Mauritania, the former Yugoslav Republic of Macedonia, Uganda, Viet Nam and Zambia.

UNEP assistance and advice. The Global Mercury Partnership, now comprising 97 partners who take immediate action to reduce mercury risks, provided technical and policy information to the Intergovernmental Negotiating Committee. Ten new persistent organic pollutants have been placed on the international chemicals agenda, and the total number of ratifications of accessions to and approvals of the chemicals and waste Multilateral Environmental Agreements, as well as their amendments, has grown to 937.

Subprogramme 6
Resource efficiency and sustainable consumption and production

(a) Resource efficiency is increased and pollution is reduced over product life cycles and along supply chains

386. UNEP made good progress on mainstreaming resource efficiency during the biennium, including sustainable consumption and the green economy, at the global, national and local levels. Twenty local governments in 17 countries[13] directly changed their policies and practices as a clear result of UNEP activities during the biennium. At the national level, the provision of advisory services on the green economy and on mainstreaming sustainable consumption and production have mobilized ministries of environment and others towards the adoption of regulations and policies conducive to more resource-efficient practices. And at the global level, the consensus reached on the 10-year framework of programmes on sustainable consumption and production, although not formally adopted, was the result of work over the last 10 years by UNEP and its partners on global recognition of sustainable consumption and production practices as an overarching objective of sustainable development. In addition, UNEP reports related to the green economy showed the relevance and benefits of working with macroeconomic policy tools.

(b) Increased investment in efficient, clean and safe industrial production methods through public policies and private sector action

387. With the support of UNEP, 30 national and local governments and public institutions have invested in and adopted technologies favouring resource efficiency and sustainable consumption and production, and an additional 216 businesses are actively engaged in making investments and adapting technologies favouring resource efficiency. Two new national cleaner production centres were established, and 12 centres in 12 developing countries incorporated resource efficiency and cleaner production in their portfolios through the use of the UNEP small and medium-sized enterprises resource kit, immediately benefiting 40 small and medium-sized enterprises.

(c) Consumer choice favours more resource-efficient and environmentally friendly products

388. UNEP assisted public and private organizations with capacity-building for life cycle assessment and eco-labelling, sustainable public procurement and technical advice for sustainable and climate neutral operations. Voluntary measures

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[13] Bulgaria, Burkina Faso, Cambodia, Ethiopia, France, Germany, Indonesia, Kenya, Mozambique, Nepal, Pakistan, the Philippines, South Korea, Spain, Sri Lanka, Thailand and Uganda.

influencing consumer purchases were adopted by 14 national[14] and two local governments[15] adopted and five countries[16] set up tenders in line with new sustainable procurement policies. In addition, six countries[17] developed national adaptations of the "green passport" campaign, three countries[18] implemented Global Guidance Principles for Life-Cycle Assessment and the water footprint as monitoring tools in their main economic sectors and three Governments[19] included eco-labelling in their policy mix. The business sector was also active, with 242 new businesses adopting voluntary measures influencing consumer purchases.

Section 15
Human settlements

Highlights of programme results

UN-Habitat registered significant achievements in several areas during the biennium.

Knowledge of sustainable urbanization issues was increased through advocacy, monitoring and partnerships.

UN-Habitat global flagship reports, which continued to provide evidence-based knowledge on urban trends and challenges, focused on "cities and climate change" and "bridging the urban divide", the themes for the World Urban Forum and World Habitat Day. The World Urban Forum has established itself as a premier public event for urbanization issues. The fifth session, held in 2010, was attended by 10,634 people from 150 countries. World Habitat Day 2011 was celebrated in 65 countries with 250 events, compared with 239 events in 2010.

By December 2011, UN-Habitat recorded over 1 million downloads of publications from its website, up from 867,208 in 2010. At the 2010 Shanghai Expo on "Better City, Better Life", UN-Habitat coordinated the activities at the United Nations Pavilion, mobilizing over 150 events by 40 United Nations agencies. The United Nations Pavilion was visited by over 3 million people. The Urban Gateway, a global online urban portal, launched in 2010, is enhancing knowledge exchange on urban issues and improving collaboration and networking among UN-Habitat partners. The organization continued to mobilize and support Governments and Habitat Agenda partners in efforts to implement improved land and housing policies.

Challenges and lessons learned

UN-Habitat does not have sufficient financial and human resources to carry out its mandate. The way it is financed makes it difficult to meet all targets, with dependence on a few donors and a bias for earmarked funding. By 28 December 2011, the top ten donors were contributing 75.7 per cent of the organization's budget. In late 2010, recruitment of staff was frozen due to funding constraints. Some outputs could not be delivered owing to lack of flexible funding, especially for normative work. In addition, as a result of the decision of the Governing Council to change the approach to human settlements financing in the Experimental Reimbursable Seeding Operations programme, some planned outputs were terminated.

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[14] Barbados, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, France, Israel, Mauritius, Mexico, South Africa, Uganda and Uruguay.

[15] Nairobi and Ouagadougou.

[16] Chile, Colombia, Costa Rica, Mauritius and Uruguay.

[17] Brazil, Costa Rica, Ecuador, France, Israel and South Africa.

[18] Barbados, Chile and the Dominican Republic.

[19] Brazil, Mexico and South Africa.

Output implementation rate

389. The above-cited results are based on the implementation of 87 per cent of 639 mandated, quantifiable outputs.

390. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 15)).

Executive direction and management

(a) Enhanced policy coherence in the management of human settlements activities of the United Nations system

391. UN-Habitat enhanced policy coherence in the management of the human settlements activities of the United Nations system through the issuance, by December 2011, of 46 policy documents and reports incorporating human settlements issues, up from 35 at the end of the 2008-2009 biennium. This is reflected, for example, in the report of the CEB High-Level Committee on Programmes on its March 2011 meeting, and in the discussions of the Executive Committee for Economic and Social Affairs in February 2011. The urban indicator data provided by UN-Habitat is now being used in various areas, including health, land, water and sanitation and socioeconomic development, through collaborative policy initiatives with various United Nations agencies. The World Urban Campaign, launched in March 2010, is serving as a system-wide advocacy platform for human settlements issues.

(b) Programme of work is effectively managed

392. The management and implementation of the programme of work of UN-Habitat is a priority area for the organization in the context of the medium-term strategic and institutional plan under the "excellence in management" initiative. All reports submitted to the meetings of the Committee of Permanent Representatives to the United Nations Centre for Human Settlements were submitted on time and, despite the funding constraints resulting from the global economic downturn, UN-Habitat achieved a remarkable implementation rate of 93 per cent of its 2010-2011 work programme outputs.

(c) *More predictable funding and narrowed gap between non-earmarked and earmarked voluntary contributions*

393. UN-Habitat has continued to strengthen its fundraising efforts aimed at increasing predictable funding and reducing the gap between earmarked and non-earmarked voluntary contributions. A total of $36.7 million in non-earmarked funds was received for the biennium 2010-2011, representing 64 per cent of the target of $57 million. A total of $360.9 million earmarked resources was received, exceeding the target of $252 million by 43 per cent.

(d) *Results-based management integrated into monitoring, evaluation, and reporting systems*

394. Implementation of results-based management is improving, and it is helping to strengthen the organization's planning, performance measurement and results reporting and accountability. An external report, "Assessment: excellence in management (June 2009)" noted improvements in the results-based orientation within the organization, but also pointed out that it was premature to assess some changes. In addition, the peer review of the medium-term strategic and institutional plan, completed in August 2010, concluded that the plan had led to several positive developments in UN-Habitat, including a stronger common vision for the organization, which has created more enthusiasm and commitment among staff members and reduced internal barriers through better collaboration and a greater focus on shared results.

(e) *Increased public awareness and expanded knowledge of sustainable urbanization issues through the Global Campaign for Sustainable Urbanization*

395. Empirical evidence on linkages between climate change and cities are documented in the *Global Report on Human Settlements 2011: Cities and Climate Change*. The World Urban Campaign was launched during the fifth session of the World Urban Forum in March 2010 in Rio de Janeiro. More than 50 partners from over 40 countries representing global and thematic networks of cities, parliamentarians, professionals, civil society and the private sector committed themselves to take part in the campaign. A total of 32 international organizations and 163 research centres and universities have directly requested urban indicator data and information from flagship reports as of December 2011, and media coverage of UN-Habitat's flagship reports has increased.

(f) *Improved geographical representation and gender balance of suitably qualified and experienced staff*

396. As a result of the organization's desire to achieve further progress on geographical representation, as at the third quarter of 2010, recruitment of candidates from unrepresented or underrepresented countries was at 40 per cent of total recruitment, exceeding the target set by the Secretariat of the United Nations in the human resources action plan of 20 per cent. UN-Habitat also made progress in the area of gender balance during the reporting period. Against a set target of 41 per cent of female representation in the Professional and higher categories, the organization achieved a 49 per cent representation rate for women in that category by December 2011.

(g) Increased timeliness of submission of documentation and performance reports to governing bodies

397. Submission of documents to the Governing Council of UN-Habitat has been timely, as evidenced by a 92 per cent timely submission rate, up from 80 per cent at the end of 2009. It has contributed to improved communication and a better working relationship between the member States and the secretariat.

Subprogramme 1
Shelter and sustainable human settlements development

(a) Improved access to housing, property and land for vulnerable groups, particularly the poor, to achieve the Millennium Declaration target 11 on slums

398. UN-Habitat continued to mobilize and support Governments and Habitat Agenda partners in implementing improved land and housing policies. As of December 2011, a total of 37 countries (compared to 33 in 2010) were in the process of developing, implementing or completing land and housing reforms with the support of UN-Habitat. Through the Global Land Tool Network, the organization continues to facilitate a network of important actors in the land sector. By December 2011, the network had increased its partners to 42 organizations, compared to 33 as of December 2009. With the support of UN-Habitat, 33 countries are currently implementing slum prevention and improvement policies.

(b) Improved capacity for participatory, accountable, pro-poor, gender- and age-sensitive urban governance and planning

399. Through the support of UN-Habitat, the number of institutions in targeted countries that had received institutional strengthening, enabling them to promote sustainable urbanization, had increased to 41 by December 2011, up from 37 institutions in May 2010, with 39 countries having improved policies, legislation and strategies for urban planning management and governance.

(c) Improved partnerships and collaboration with local authorities and their association in the implementation of agreed programmes and activities

400. UN-Habitat's efforts to improve partnerships and collaboration with local authorities and their association in the implementation of agreed programmes and activities saw some progress during the 2010-2011 biennium. A total of 22 local authorities and partners were involved by December 2011 up from 8 in December 2009. A total of 132 cities are implementing inclusive urban planning management and governance, with the support of UN-Habitat in the areas of governance, safety, environment, risks and crisis.

(d) Improved capacity at the national and local levels to address sustainable urban development so that cities are safer, less vulnerable to disaster and better able to adapt to and mitigate the effects of climate change and manage post-disaster and post-conflict situations and to promote a positive approach of foreseeable natural risk prevention

401. By December 2011, a total of 147 cities were implementing inclusive urban planning management and governance with support from UN-Habitat through

participatory action planning and implementation in the areas of governance, safety, environment, risks and crisis, up from 132 in December 2009. As at December 2011, 36 cities (up from 26 in December 2009) were participating in the Cities and Climate Change initiative to strengthen the response of cities and local governments to this environmental problem. UN-Habitat, in partnership with the secretariat of the Convention on Biological Diversity, also developed and launched a guide for national Governments to support cities and local authorities in implementing the Convention.

(e) Improved national training and capacity-building strategies and strengthened institutions for meeting present and emerging training and capacity-building needs in shelter and sustainable urban development

402. UN-Habitat gained positive results through its efforts to improve national training and capacity-building strategies. The number of institutions with whom UN-Habitat is working has increased from 100 at the end of 2009 to 119 by December 2011. During the biennium, the number of universities that introduced and enhanced education in the areas of housing and urban development increased from 6 in June 2010 to 14 by December 2011. Approximately 770 students from developing countries were enrolled in urban management, urban planning, land management and related courses supported by UN-Habitat by December 2011. The Lake Victoria City Development Strategies initiative, in collaboration with the Netherlands-based Institute for Housing and Urban Development Studies, offers a diploma course in this subject. With the goal of creating innovative urban managers, 35 local authority personnel have already participated in this programme.

Subprogramme 2
Monitoring the Habitat Agenda

(a) Improved global monitoring and awareness among Governments, local authorities and other Habitat Agenda partners of human settlements conditions and trends, including sustainable urbanization, best practices, and progress made in implementing the Habitat Agenda and in achieving the relevant Millennium Development Goals and the Johannesburg Plan of Implementation

403. The World Urban Forum and World Habitat Day are becoming significant global advocacy and learning platforms. The fifth World Urban Forum, held in 2010, was attended by over 10,000 participants from 150 countries. In 2011, World Habitat Day was celebrated by the holding of 250 events in 65 countries, compared with 239 events held in 79 countries in 2010. At the Shanghai Expo, as the coordinating agency for the United Nations Pavilion, UN-Habitat succeeded in mobilizing over 40 United Nations agencies in the organization of 150 events in the six-month-long event, whose theme was “Better Cities, Better Life”. Another significant advocacy platform is the World Urban Campaign, which was launched at the fifth World Urban Forum. More than 50 partners, including professionals and representatives of civil society and the private sector, have joined the Campaign. Five United Nations agencies have linked their own global campaigns with the World Urban Campaign.

(b) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the contribution of local economic development, employment generation and enhanced rural-urban economic linkages to poverty reduction and human settlements development

404. The number of downloads of UN-Habitat electronic publications on local economic development, employment generation, rural-urban linkages and poverty reduction increased to 29,924 by December 2011, up from 9,000 at the end of 2009. There is growing interest in and demand for UN-Habitat publications by Governments and individuals, and the publications are being used as tools and resource materials for designing programmes and strategies for improving local and urban economies. Through the rural-urban linkages support programme in the Lake Victoria region, UN-Habitat has continued to provide policy guidelines to an inter-agency development programme financially supported by the Common Fund for Commodities, the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Industrial Development Organization (UNIDO).

(c) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the need to mainstream gender and youth concerns and partnerships, including incentives for public-private partnerships, in human settlements activities

405. Assessment of the progress in the implementation of the UN-Habitat Gender Equality Action Plan was carried out by Habitat Agenda partners during the Gender Equality Action Assembly, held in Rio de Janeiro in March 2010. The assessment revealed that implementation is on track and that gender mainstreaming in UN-Habitat programmes has been strengthened. A report entitled "Gender equality for smarter cities: challenges and progress" was published in February 2010. UN-Habitat has established itself as a leading agency in addressing the needs of urban youth as a primary focus of sustainable development activities. Strengthening international recognition of the importance of youth engagement has been supported through evidence-based research, documentation and advocacy efforts. The *State of the Urban Youth 2010/2011* report, which focused on policies for urban youth, was launched at the 2010 World Urban Youth Assembly. Progress has been made in engaging youth in governance processes through the Youth Advisory Board and the World Urban Youth Forums.

Subprogramme 3
Regional and technical cooperation

(a) Enhanced regional, national and local capacity to implement human settlements policies, strategies and programmes with special focus on the reduction of urban poverty and the response to natural and man-made disasters

406. UN-Habitat's work at the country level continued to support initiatives aimed at reducing urban poverty and vulnerability during the 2010-2011 biennium. By December 2011, through the technical support of UN-Habitat, the number of countries whose institutional capacities in the formulation of poverty reduction strategies and sustainable urbanization have been strengthened had increased to 62 up from 55 as at December 2009. UN-Habitat support to countries in dealing with disasters continues to form an important aspect of its work. The first strategy on humanitarian challenges in urban areas, developed by UN-Habitat in collaboration

with 24 other United Nations agencies, was endorsed by the Inter-Agency Standing Committee in November 2010. The finalization of a strategy and action plan by the Inter-Agency Standing Committee will significantly strengthen humanitarian operations in urban areas.

(b) Improved national policies on housing and urban development in line with UN-Habitat global norms and increased regional knowledge of urban conditions and trends

407. Despite the delay in the launch of the global campaign, many countries have improved their urban policies and practices, as reflected in the discussions at the three regional ministerial conferences in housing and urban development held in 2010 and 2011. Governments are making firm commitments aimed at improving the urban environment, and a number of cities are implementing slum upgrading and slum prevention strategies in all regions, with support from UN-Habitat and its partner, the Cities Alliance. Twelve African countries are participating in the participatory slum upgrading and prevention programme implemented by the UN-Habitat Regional and Technical Cooperation Division. Fourteen countries have initiated reviews of their land and urban policies and legislation in order to increase access to secure tenure and affordable housing.

(c) Improved coherence and integration of sustainable urbanization into United Nations development assistance frameworks and national development strategies and plans, including poverty reduction strategy papers, where they exist

408. Through its network of UN-Habitat programme managers, the organization is actively engaged with United Nations country teams in providing technical support and facilitating the integration of urban issues into United Nations country programmes. By December 2010, urban issues had been integrated into 43 United Nations development assistance frameworks.

Subprogramme 4
Human settlements financing

(a) Strengthened human settlements finance systems, including institutional arrangements for the United Nations Habitat and Human Settlements Foundation to effectively assist Member States and Habitat Agenda partners to mobilize investment for their pro-poor human settlements development, in particular in developing countries and countries with economies in transition

409. UN-Habitat has continued to develop its catalytic role in facilitating cooperation between domestic banks, local authorities and urban poor organizations to mobilize domestic capital, public investment and community savings for practical slum upgrading activities. The revolving loan programme of the UN-Habitat Experimental Reimbursable Seeding Operations initiative is working with local banks, microfinance institutions and international financial institutions in the Lao People's Democratic Republic, Nepal, Nicaragua, the Occupied Palestinian Territory, Uganda and the United Republic of Tanzania. Local finance facilities, established in Ghana, Indonesia, Sri Lanka and the United Republic of Tanzania, offer credit enhancements and technical support to communities and domestic

financial institutions to stimulate private investment in housing and basic services to underserved populations.

(b) *Improved investment in human settlements development leveraged by the Foundation, including its Slum Upgrading Facility, from domestic private and public sources through innovative mechanisms for financing housing and related infrastructure*

410. UN-Habitat continues to provide technical and financial support to a growing number of countries for slum upgrading projects. These have contributed to improved basic urban services in low-income settlements. An increasing number of countries have promoted relevant policy and regulatory reforms and institutional arrangements that facilitate the mobilization of public investments, community savings and private capital for affordable housing and related infrastructure. Nine experimental projects for both the Slum Upgrading Facility and the Experimental Reimbursable Seeding Operations initiative have successfully utilized innovative approaches to deliver financing to low-income households, directly benefiting over 8,000 households as at November 2011.

(c) *Expanded access to and sustained provision of adequate clean drinking water, improved sanitation and waste management, ecologically sound energy-saving transport and power supply technologies in urban and peri-urban areas, with due regard to small secondary towns*

411. A total of 35 countries participating in the "Water for Cities" programme are progressively adopting policies aimed at expanding urban infrastructure and services. In those countries, 37 urban centres are benefiting from national reforms for improving safe drinking water, sanitation, solid waste services and related infrastructure. In addition, UN-Habitat's capacity-building and training programme has strengthened the institutional capacity of water utilities in 13 countries. In the area of energy and transport, 11 countries are working with the organization to promote access to diverse and efficient energy services and non-motorized transport. By October 2010, the total number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services stood at 123, up from 107 institutions in May 2010.

(d) *Expanded partnerships between UN-Habitat and international and regional financial institutions to ensure that the advocacy and technical assistance activities of the Organization promote and leverage investment by financial institutions in affordable housing and related infrastructure, thereby improving the coherence and impact of development assistance*

412. Partnering with regional development banks (the African Development Bank, the Asian Development Bank, the Inter-American Development Bank and the European Investment Bank) and with private sector firms has resulted in an increased level of resources in the loan and loan guarantee portfolio, amounting to approximately $196 million. This includes $110 million from the African Development Bank for expanding the Lake Victoria Region Water and Sanitation Programme into 15 more towns.

Section 16
International drug control, crime and terrorism prevention and criminal justice

Highlights of programme results

UNODC continued to enhance knowledge of thematic and cross-sectoral trends for effective policy formulation. Data on drugs and crime were analysed and reported on to the international community in the *World Drug Report* (2010 and 2011), reports on specific crime topics and through the UNODC online database. The Office's research publications were much appreciated and used by the international community. UNODC successfully supported the twelfth United Nations Congress on Crime Prevention and Criminal Justice, which highlighted the pivotal role of the criminal justice system in the development of the rule of law. UNODC contributed to the increased integration of the conflict, political, development and security agendas. The Office launched seven regional programmes aimed at promoting cross-border cooperation and providing policy advice and expertise for the implementation of the United Nations conventions on crime and drugs and the United Nations standards and norms on criminal justice and crime prevention. Inter-agency collaboration was further enhanced by the establishment by the Secretary-General, in March 2011, of the United Nations task force, co-chaired by UNODC and the Department of Political Affairs, to develop a system-wide response to the challenge of transnational organized crime and drug trafficking.

Challenges and lessons learned

During the biennium, regional programmes have been launched in seven regions and two more are being developed. Both donors and partner countries supported the adoption of a comprehensive regional approach by UNODC. However, a more stable flow of resources for the long-term sustainability of these regional programmes continues to be a key challenge. Both the Joint Inspection Unit and OIOS have recognized that, in view of the increased demand for its wide-ranging services, the funding model for UNODC carries high risks, an issue that needs to be addressed in a comprehensive fundraising strategy, now under preparation.

Output implementation rate

413. The above-cited results are based on the implementation of 86 per cent of 1,147 mandated, quantifiable outputs.

414. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 16)).

Executive direction and management

(a) Programme of work is effectively managed

415. During the biennium, UNODC effectively implemented the Office's programme of work, including the follow-up on management decisions, overall management of relationships, policy advice, planning and monitoring and operational guidance. Continuous efforts were made throughout the biennium to ensure the effective and timely delivery of the outputs and services of the UNODC programmed activities within the three subprogrammes (a) rule of law, (b) policy and trend analysis, and (c) prevention, treatment and reintegration, in order to achieve the intended outputs. Steps were taken to streamline the structure and procedures of the Office so as to bolster its efficiency and effectiveness in matters both of policy and management. Notably, the evaluation function was successfully established as an independent entity reporting directly to the Executive Director.

(b) Timely recruitment and placement of staff

416. During the biennium, the average number of days that a professional post remained vacant was below target, mainly due to the need for prior post funding confirmation, as about 90 per cent of UNODC posts are funded through voluntary contributions. In addition, the transition from Galaxy to Inspira required a protracted learning curve, further delaying the filling of vacant posts.

(c) Improved geographical representation and gender balance of staff

417. UNODC made major advances with regard to geographical balance and continues to gradually improve representation of women among its staff. During the biennium, 15 out of 24 staff selected for geographical posts were from unrepresented or underrepresented Member States. In the Professional and higher categories, 44.5 per cent of staff are women; this represents a 2 per cent increase over the percentage at the end of 2009.

(d) Identification of emerging issues that require attention by Member States

418. In 2010-2011, the Executive Director of UNODC briefed various groups of Member States on emerging issues on 45 occasions, including biannual town hall meetings with Member States. The briefings are part of a continuous process that seeks the guidance of Member States, and their political support, in implementing UNODC activities and initiatives. In addition, the Executive Director undertook field visits to almost all the regions in which UNODC operates in order to strengthen the organization's regional, subregional and country-level presence, thus expanding cooperation and mobilizing political support and momentum in the implementation of its mandate.

Subprogramme 1
Rule of law

(a) *Improved national capacity for the ratification of the international drug control conventions, the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the United Nations Convention against Corruption and the relevant international conventions and protocols relating to terrorism in all its forms and manifestations, and for the enactment of domestic legislation in line with these instruments*

419. The following 14 countries ratified/acceded to the United Nations Convention against Corruption during the biennium: Bahrain, Botswana, the Cook Islands, the Democratic Republic of the Congo, Dominica, Estonia, Iceland, India, Ireland, the Marshall Islands, Nepal, Saint Lucia, Thailand and Vanuatu. Support through national and regional advisory services was provided to several of these countries during the ratification process and also immediately following ratification. In the period, the programme also registered 51 new ratifications of the international conventions and protocols related to terrorism in all its forms. In order to facilitate the ratification process of international conventions and the drafting of domestic legislation by Member States, the Global Programme against Money-Laundering, Proceeds of Crime and the Financing of Terrorism carried out research for case law databases on money-laundering, collected and maintained a database of national legislation and other measures to implement the international conventions and further developed the International Money Laundering Information Network.

(b) *Improved capacity of national criminal justice systems to implement the provisions of the international drug control conventions, the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the United Nations Convention against Corruption and the relevant international conventions and protocols relating to terrorism in all its forms and manifestations, including the provisions related to international cooperation in criminal matters*

420. UNODC contributed substantively to a number of national, regional and international anti-corruption workshops and conferences, raising the profile of the United Nations Convention against Corruption and providing policy guidance and technical advice on its implementation. Approximately 3,600 criminal justice officials have also been provided with specialized training/briefing by UNODC on the application of the international conventions and protocols relating to terrorism in all its forms and manifestations, covering approximately 88 countries. Approximately 70 countries have been provided with specific legal assistance and 45 subregional or regional workshops have been organized. In the field of money-laundering, mentors of the Global Programme against Money-Laundering, Proceeds of Crime and the Financing of Terrorism are working in 24 countries to facilitate the development of legislative frameworks and the implementation of measures to prevent such crimes.

(c) *Enhanced capacity of Member States, in particular States in post-conflict or transitional stages, to develop and maintain accessible and accountable domestic criminal justice systems in accordance with the United Nations standards and norms in crime prevention and criminal justice*

421. UNODC provided training in international cooperation in criminal justice matters to more than 200 judges, prosecutors and police officers from over 20 countries, mainly in Central America, South Asia, Southern Africa and Central Asia. In addition, the Office provided training for: over 40 police officers from countries in Southern Africa on effective police responses to violence against women; in coordination with UNICEF, over 60 policymakers and practitioners from over 15 countries in West and North Africa, and Central and Eastern Europe on juvenile justice matters; and over 60 advocates defending juvenile cases from six provinces in Afghanistan. The Office also responded to 20 requests for technical assistance from different countries.

(d) *Enhanced quality of services provided for decision-making and policy direction by the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the Conference of Parties to the United Nations Convention against Transnational Organized Crime and the Protocols thereto and the Conference of the States Parties to the Convention against Corruption as well as for the implementation of the work of the International Narcotics Control Board*

422. UNODC provided technical and substantive servicing to the fourth session of the Conference of the States Parties to the Convention against Corruption, held in Marrakech, Morocco, in 2011, and to the twelfth United Nations Congress on Crime Prevention and Criminal Justice in 2010. With regard to the International Narcotics Control Board, in the survey conducted among Board members in February 2011, 11 out of the 13 Board members responded to the survey expressing full satisfaction with the substantive services provided by the secretariat. Respondents to surveys on services provided to the extended bureaux of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice also expressed full satisfaction.

Subprogramme 2
Policy and trend analysis

(a) *Enhanced knowledge of trends, including emerging trends in drugs and specific crime issues, available to Member States and the international community*

423. UNODC continued to contribute to enhancing knowledge of thematic and cross-sectoral trends for effective policy formulation. The number of data elements in the database has increased by 17 per cent, to 204,750 since Member States reported new data to UNODC through the annual reports questionnaire and the United Nations surveys on crime trends and the operations of criminal justice systems. Data were cleaned, analysed and reported to the international community in the *World Drug Report* (2010 and 2011) and through the online database. UNODC continued to work on improving its data collection tools and succeeded in making more crime data available to the public and to policymakers through the publication of reports on specific crime topics, including transnational organized crime. The reports were much appreciated and used by the international community,

as shown by the increased number of citations, to 1,916, and the number of links to the UNODC website, to 49,125, during the biennium.

(b) Improved scientific and forensic capacity of Member States to meet internationally accepted standards, including increased use of scientific information and laboratory data for inter-agency cooperation activities and in strategic operations and policy and decision-making

424. The Office continued to make significant progress towards improving the scientific and forensic capacity of Member States as well as to support drug testing laboratories through technical cooperation activities, including the international collaborative exercises that involved laboratories in 57 Member States. The active participation of 107 laboratories in the international collaborative exercises represents a record 26 per cent increase over estimates for the biennium. Support to law enforcement activities included the provision of drug and precursors testing kits. Normative aspects such as the development and dissemination of internationally accepted standards and forensic best practices played a central role. The Office extended its support to the non-drug sector significantly by developing tools covering crime scene investigations and forensic document examinations. Institutional forensic capacity development initiatives were undertaken in several countries and regions. With regard to data collection, research and monitoring of synthetic drug trends, the Global Synthetics Monitoring: Analyses, Reporting and Trends (SMART) programme was extended to the Americas.

(c) Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice

425. IN 2010, the latest UNODC public service announcement on drugs and health was aired free of charge by CNN en Español, to 24 million households in Latin America, and by CNN International to 175 million households worldwide. Coverage was also provided by other television stations. The Blue Heart Campaign against Human Trafficking was shown extensively in Colombia, Mexico and Spain in 2010 and 2011 as those countries joined the international campaign. Successful campaigns against corruption, drugs and human trafficking, as well as continuous media attention during major launches have helped increased the visibility of UNODC and of drug and crime issues. In addition, the effective use of social media in such campaigns and initiatives has greatly extended the reach of UNODC communications: the Blue Heart Campaign Facebook group, for example, has attracted over 20,000 people during the biennium.

Subprogramme 3
Prevention, treatment and reintegration, and alternative development

(a) Improved capacity of national criminal justice systems to implement the provisions of the conventions and protocols

426. During the biennium, through various global programmes, UNODC developed and published a number of manuals, tools and issue papers to improve the capacity of national criminal justice systems to implement the provisions of the conventions and protocols, including manuals on criminal intelligence, guidelines on the preparation and use of serious and organized crime threat assessments, the Basic

Training Manual on Investigating and Prosecuting the Smuggling of Migrants, the human trafficking first aid kit for law enforcement agencies and the victim translation assistance tool. UNODC also assisted 15 countries, in several instances in coordination with UNDP, through the provision of advice on the Container Control Programme and provided specific assistance for greater integrity, accountability, oversight and transparency of criminal justice institutions to a number of countries through national and regional activities. Technical assistance in line with the implementation of the United Nations Convention against Corruption was also provided to approximately 25 countries.

(b) Improved capacity of Member States to prevent crime, and to prevent and treat drug abuse as well as HIV/AIDS as related to injecting drug users, human trafficking and prisons

427. The Office continued to provide advisory services to Member States and supported the implementation of various crime prevention projects. In 2010, a number of tools in support of technical assistance in crime prevention were released, including the "Handbook on the Crime Prevention Guidelines: Making them work", and a handbook and training curricula on effective police responses to violence against women. In the area of the prevention and treatment of drug abuse, as a result of UNODC's technical advice and assistance, 24 countries have implemented drug prevention interventions and 45 countries have adopted measures on drug dependence treatment, rehabilitation and social reintegration in line with the principles of effectiveness identified in international academic literature on the subject. In addition, 13 countries are in the process of developing, adopting and implementing strategies and programmes for crime prevention; 56 countries are working on strategies on HIV/AIDS as related to injecting drug users; 18 countries are developing strategies on HIV/AIDS as related to human trafficking; 43 countries are developing programmes on HIV/AIDS as related to prison settings; and 7 countries are working on strategies for sustainable development.

(c) Improved capacity of Member States to combat transnational organized crime

428. During the biennium, several manuals were published to improve the capacity of Member States to combat transnational organized crime, and UNODC has continued to support countries in developing standard operational procedures to more effectively prevent and combat cross-border crime and has conducted assessments, held or participated in workshops or provided training materials to 10 countries with regard to cross-border cooperation and criminal intelligence development. As part of the Global Programme on Money-Laundering, UNODC has provided training and advisory services to over 30 countries through its mentors in the field and its staff at headquarters. Activities include training courses to: enhance financial investigation and analysis skills; improve prosecutorial capabilities; identify cash couriers; track illicit financial flows from criminal activities; and seize and/or recover the proceeds of crime. Capacity-building was provided to help Member States create and develop financial intelligence units, develop national trainers and conduct money-laundering trials.

(d) Enhanced regional cooperation in dealing with problems of illicit drugs and crime

429. The global programmes against human trafficking and against the smuggling of migrants developed tools and manuals to enhance regional cooperation in dealing with those crimes, including the third edition of the toolkit to combat trafficking in persons and the first edition of the toolkit to combat the smuggling of migrants. The Container Control Programme has continued to build better border control at seaports, and it has been expanded to include 12 countries and 15 ports. UNODC, through its activities to support the capabilities of Member States in preventing and combating serious and organized crime, supported the establishment of a Central American network of organized crime prosecutors in order to strengthen regional cooperation in dealing with all forms of organized crime. The network held two meetings in 2011 on a variety of issues related to transnational organized crime and facilitated participation, live or by videoconference, in training events for over 200 prosecutors within Central America.

(e) Enhanced capacity of Member States to foster and strengthen international cooperation based on the principle of shared responsibility in sustainable alternative development, including, where appropriate, preventive alternative development

430. Through the assistance of UNODC, seven countries are in the process of designing and implementing sustainable alternative development programmes, including, where appropriate, preventive alternative development programmes, within their broader development context, aimed at preventing, reducing and eliminating the illicit cultivation of opium poppy, coca bush and cannabis. UNODC has also been active in raising awareness of and mainstreaming the issue of alternative development, including preventive alternative development programmes among international organizations, international financial institutions and development networks, as well as forging partnerships with relevant entities in civil society and the private sector that promote the capacity of Member States for collaborative activities in alternative development, including preventive alternative development.

Section 17
Economic and social development in Africa

Highlights of programme results

During the biennium 2010-2011, in order to keep building consensus around key African development challenges and articulating common African perspectives and positions, ECA has capitalized on the two annual sessions of the Conference of African Ministers of Finance, Planning and Economic Development. In addition, ECA convened the seventh African Development Forum on the theme "Acting on climate change for sustainable development in Africa". ECA has continued to improve the capacities of African countries to participate effectively in multilateral trade negotiations. The Commission made efforts to improve accountability, transparency and responsibility in governance and in public service. ECA also provided support to member States in the areas of science and technology, which resulted in several countries formulating policies and plans on national and sectoral information and communications infrastructure. During the period under review, ECA continued to enhance the capacity of member States and regional intergovernmental bodies to mainstream gender concerns into policies and programmes. In August 2010, ECA organized the first conference of ministers responsible for civil registration, which resulted in the endorsement by member States of a draft regional strategy on the subject.

Challenges and lessons learned

The Commission's involvement in the analysis and design of appropriate policy responses for member States in addressing the economic crisis has clearly highlighted the need for ECA to further strengthen its research work and to help articulate and support the position of African countries at international meetings and negotiations aimed at addressing emerging global challenges, including development financing, which continues to take a prominent place on the international agenda. Partnerships with other regional development institutions, including the African Union Commission and the African Development Bank, also helped to leverage both technical and political support for the activities under the programme. In this regard, it was noted that joint activities must involve all partners in the implementation of joint tasks from the outset in order to avoid difficulties and delays.

Output implementation rate

431. The above-cited results are based on the implementation of 98 per cent of 407 mandated, quantifiable outputs.

432. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 17) and Corr.1).

Executive direction and management

(a) Programme of work is effectively managed

433. As at 31 December 2011, 100 per cent of the initial appropriation for section 17 of regular budget for the biennium had been utilized, and 96 per cent of legislative outputs implemented. The notable progress in the ECA performance for 2010-2011 as compared to the 93 per cent implementation rate for the 2008-2009 biennium is a clear indication of its continuous efforts to maintain the momentum gained since its repositioning, which began in 2006, and to promote the foundation for a culture of results-based management.

(b) Timely recruitment and placement of staff

434. As of 31 December 2011, 224 international staff (193 of whom were under the regular budget of the Commission) and 511 national staff were on board, representing a total of 89 per cent of the approved strength of the Commission under

various funding sources. The staff funded under the regular budget, represented 63 nationalities. During the course of 2011, a total of 149 staff were selected and on-boarded.

(c) *Improved geographical representation and gender balance of staff*

435. The final figure for geographical representation in 2011 of 54 per cent, clearly above the 20 per cent target, demonstrates a solid accomplishment. Although the overall female representation rate in the Professional and higher categories of 39 per cent fell below the target of 41 per cent, it showed a slight continued improvement.

(d) *Identification of emerging issues that require attention by member States*

436. At its forty-fourth session, held in Addis Ababa in 2011, under the theme "Governing development in Africa: the role of the State in economic transformation", ECA presented both an issues paper and the 2011 edition of its *Economic Report on Africa*, arguing for the role of the State as the transformative catalyst for sustainable development in Africa. At the seventh African Development Forum, on the theme "Acting on climate change for sustainable development in Africa", ECA raised awareness and mobilized effective commitment and actions on the part of all stakeholders and partners to effectively mainstream climate change concerns into development policies, strategies, programmes and practices in the region.

(e) *Enhanced policy coherence in the management of the economic and social activities of the United Nations in Africa*

437. United Nations system-wide support for the implementation of NEPAD at the regional and subregional levels was strengthened, consistent with the declaration on enhancing cooperation between the United Nations and the African Union, including the framework for the 10-year capacity-building programme for the African Union. The first triennial review of the capacity-building programme was completed and a report presented at the eleventh session of the Regional Coordination Mechanism in Africa in November 2010. At the session, recommendations were made on the best approaches for United Nations entities working in Africa to coordinate their efforts on this initiative. At the twelfth session of the Regional Coordination Mechanism (November 2011), a draft programme of work on the 10-year capacity-building programme was adopted, including recommendations for its implementation.

(f) *Mobilization and promotion of public information on the role of ECA in the African region*

438. In 2010-2011, ECA was able to reach its target audience of policymakers, ministers and civil society groups through special events organized on the margins of its flagship forums, including the sessions of the Commission, the African Development Forum and the sessions of the Regional Coordination Mechanism. Press releases, web stories and other outputs, including publications, reports and bulletins, were made available on the ECA website for millions of users, and publications and reports were widely disseminated electronically by means of archival CDs and USB flash drives.

Subprogramme 1
Trade, finance and economic development

(a) Enhanced capacity of member States to mainstream and integrate macroeconomic and sectoral policies in national development strategies to achieve faster growth for poverty reduction and sustainable development, including the Millennium Development Goals

439. Through quality policy research, high-level conferences, capacity-building workshops and other activities, the Economic Development and NEPAD Division helped to articulate Africa's development challenges and refocused attention on inclusive growth, development planning and the pivotal role of the State in addressing those challenges. The 2010 and 2011 editions of the *Economic Report on Africa* were widely disseminated, and, policymakers, researchers and representatives of the media expressed appreciation for the information provided therein. The *Economic Report on Africa* and other presentations to the 2010 and 2011 Conferences of African Ministers of Finance, Planning and Economic Development inspired further analysis, policy changes and advocacy work on growth and employment strategies and the need for African States to be involved in comprehensive development planning on the continent. The rigorous analysis of the implications of the financial crisis and policy options for African economies provided input for shaping Africa's position at the summits of the Group of 20, South-South forums and other international meetings.

(b) Improved capacity of member States to participate effectively in regional and multilateral trade negotiations for effective integration into the global economy

440. The Division has contributed to improved capacities, as evidenced by the number of African countries participating in multilateral trade negotiations, economic partnership agreements, the Aid-for-Trade initiative and the African Growth and Opportunity Act. The Division's contribution is further evidenced by the increased participation of African countries in the meetings of the Committee for Trade and Development at WTO during its consideration of the Aid-for-Trade initiative in July 2010. Training activities to strengthen trade policy analysis and negotiation capacities of member States were also provided under the subprogramme in 2010-2011.

(c) Enhanced capacity of member States to analyse, formulate and implement appropriate policies and strategies to address the challenges of globalization, including a better understanding of the implications of South-South cooperation for Africa's development

441. Under the subprogramme, ECA, in collaboration with OECD, was extensively involved in the Mutual Review of Development Effectiveness in Africa. The review highlights progress on the delivery of commitments undertaken by African Governments and their development partners in key areas of financing for development in Africa and identifies future priority actions that should be considered to improve the mobilization of domestic and global financial resources from emerging countries. In addition, ECA partnered with other regional development institutions and national authorities, including the African Development Bank, the African Union Commission, the African Ministers of

Finance and Planning and the Governors of Central Banks, to coordinate and build consensus on regional responses to the global financial and economic crisis.

Subprogramme 2
Food security and sustainable development

(a) Improved capacity at national, subregional and regional levels for designing and implementing effective policies, strategies and programmes for achieving food security and sustainable development in line with the NEPAD priorities and the Johannesburg Plan of Implementation

442. The seventh African Development Forum brought together over 1,000 of Africa's top political leaders and policymakers, including representatives of the private sector, civil society and academia. The Forum generated commitment and agreement on actions to effectively mainstream climate change concerns into development policies, strategies, programmes and practices in Africa. The Forum adopted a consensus statement containing more than 50 recommended actions, resulting in an indicative action plan and project ideas for acting on climate change for sustainable development in Africa. Technical and financial support to the Committee of African Heads of State and Government on Climate Change and the African Ministerial Conference on the Environment also contributed to strengthened consensus around the common African negotiating position on climate change.

Subprogramme 3
Governance and public administration

(a) Enhanced capacities of African countries to promote governance practices to attain major development objectives in support of the African Union and its NEPAD programme and the targets of the United Nations Millennium Declaration

443. The *African Governance Report* monitors progress in governance in African countries, showcases good governance practices and promotes policy recommendations for addressing governance deficits. Its analytical research work feeds into the policy recommendations of the Africa Governance Forum. Through the *African Governance Report*, the Commission strengthens the capacity of national research institutions to monitoring progress on good governance. The findings, data and assessments from country reports produced by national research institutions provide crucial information on the state of governance in Africa. In promoting the African Peer Review Mechanism process, ECA provided technical assistance to member States through sensitization and capacity-building workshops and disseminated best practices and lessons learned through analytical publications. ECA initiatives in support of the African Peer Review Mechanism process have enhanced awareness of the process throughout the continent and have increased the number of countries participating in the mechanism (from 29 to 31).

(b) Improved capacity of African countries to promote efficient, transparent and accountable civil service and public enterprises, including effective service delivery and other public goods

444. ECA exerted efforts to improve accountability, transparency and responsibility in governance and in public service. In 2010, ECA organized a subregional training workshop on the fight against corruption for national anti-corruption institutions in

Central Africa. The workshop strengthened the capacity of countries in the subregion through pedagogy, peer-learning, experience sharing and showcasing best practices. In 2010, the subprogramme issued a study on the role of parliaments in promoting good governance in Africa, which proposed relevant policy options for parliaments in promoting good governance and engaging and involving citizens in policy formulation and decision-making processes. In order to increase the capacity of public services, the Commission continues to support public administration activities in African countries through the initiation of reforms, codes and standards, as well as through cooperation with the Conference of African Ministers of Public Service.

(c) Enhanced engagement of non-State actors, including civil society and the private sector in the development and governance processes

445. The Governance and Public Administration Division of ECA has undertaken a systematic review of both the scope and the status of intergovernmental decentralization in African countries and has recognized that important benefits and contributions may result from such change, in particular towards the achievement of the Millennium Development Goals. Through the provision of advisory services, ECA has substantially improved the capacity of member States and regional institutions to mainstream civil society participation in their policy processes and to contribute to peacebuilding and conflict resolution. The Division implemented a series of activities in the areas of public-private partnerships and investment promotion in the biennium. A technical paper on the role of the private sector in strengthening regional integration in Africa provided modalities for private sector participation. The paper addressed key challenges by identifying measures and opportunities for the promotion of regional integration through the enhancement of private sector participation in key sectors. In November 2010, ECA convened the first Pan-African Investment Forum.

Subprogramme 4
Information and science and technology for development

(a) Improved capacity of African countries to formulate, implement and evaluate inclusive and gender-sensitive national and sectoral information, communication and science, technology and innovation (STI) policies and strategies for development

446. During the biennium, ECA worked to improve the capacity of African countries to formulate, implement and evaluate inclusive and gender-sensitive national and sectoral information, communication and science, technology and innovation policies and geo-information strategies for development. As a result of policy support through technical assistance, capacity-building and awareness-raising activities, 10 countries have formulated, implemented and/or evaluated policies and plans on national and sectoral information and communications infrastructure. In the area of geo-information, ECA also continued to promote policy development through assistance in the development and implementation of the spatial development initiative for the production, management, dissemination and use of such products. As a result of the African Innovation Framework process initiated by ECA, three national policy development initiatives on science, technology and innovation were launched. Five additional countries have also requested support to help them formulate and implement policies in this field.

(b) Enhanced capacity of member States to nurture and harness science, technology and innovation for development at the national, subregional and regional levels

447. The capacity of member States to harness science, technology and innovation for development at the national, subregional and regional levels was enhanced, as evidenced by the number of initiatives at those levels, including through the pilot programmes and knowledge networks initiated by ECA. As a result of the Science with Africa conferences and its associated activities, three initiatives were launched under the subprogramme, including the African Science to Business Challenge, in partnership with the Research Triangle Institute-International and the African Science, Technology and Innovation Endowment Fund. ECA also launched two new networks: the African Technology Development and Transfer Network and the African Network for Drugs and Diagnostics Innovation. With the aim of increasing access to information through collaboration, ECA continued to refine the Access to Scientific Knowledge in Africa initiative to make it a one-stop shop for information-sharing and developed cooperation arrangements with different scientific and technological regional institutions.

Subprogramme 5
Economic cooperation and regional integration

(a) Enhanced policy and programme harmonization and convergence in strengthening integration institutions at the subregional and regional levels

448. The Regional Integration and Trade Division presented a report on intra-African trade to the Conference of African Ministers of Trade at its sixth ordinary session in Kigali in November 2010. The report analysed trade flows within Africa and demonstrated the potential to increase such trade beyond the current 10 per cent if trade liberalization policies were to be harmonized by the regional economic communities. The report influenced the African Ministers of Trade to recommend fast-tracking the establishment of a continental free trade area in Africa, marking a major milestone in deepening programme harmonization to enhance intra-African trade. The Division also organized three regional workshops on trade facilitation and intra-African trade. The workshops enabled stakeholders to share and learn from experiences and best practices in trade facilitation, port operations and corridor management across Africa. The workshops have contributed to strengthening collaboration between policymakers, regional economic communities and corridor management institutions.

(b) Enhanced capacity of the African Union Commission and the regional economic communities, namely: the Common Market for Eastern and Southern Africa (COMESA) and the Community of Sahelo-Saharan States (CEN-SAD) to implement relevant priorities of NEPAD, the African Union 10-year capacity-building programme and multi-year programmes developed with COMESA and CEN-SAD

449. During the biennium, ECA provided support to member States, the regional economic communities and the African Union Commission. Three training workshops and study tours on transport and trade facilitation and the promotion of intra-African trade contributed to building the capacity of member States and the regional economic communities to design and implement trade and transport

facilitation and corridor management programmes and projects. In 2010, the Division, jointly with the sub-Saharan Africa Transport Programme and the African Union Commission, organized a training workshop on legal instruments on transport and trade facilitation in Addis Ababa. At the workshop the implementation of international, regional and subregional transport and trade instruments was reviewed and the preparation of a compendium of all such instruments was agreed upon. The compendium will be widely disseminated to provide easy access to those instruments and improve capacity for their implementation.

Subprogramme 6
Gender and women in development

(a) Enhanced capacity of member States and regional intergovernmental bodies to mainstream gender concerns into policies and programmes

450. During the period under review, the African Centre for Gender and Social Development enhanced the capacity of member States and regional intergovernmental bodies to mainstream gender concerns into policies and programmes to a significant degree. The programme has also developed tools and knowledge platforms for use by member States. Services rendered to the Gender Unit of the Central African Economic and Monetary Community enabled the formulation of a strategy to mainstream gender into its policies and programmes, including the development of a gender policy to guide gender mainstreaming in the Community's programmes. The African Women's Rights Observatory has become a source of information, learning and sharing. The website is visited regularly and the information provided has been used to enhance gender mainstreaming in different programmes. The subprogramme produced a compendium of good practices in gender mainstreaming, focusing on women's participation in peace and security processes.

(b) Improved capacity of member States to implement and report on regional and global commitments on gender equality and women's empowerment

451. The follow-up strategy to the 15-year review of the Beijing Declaration and Platform for Action presented at the seventh session of the Committee on Women and Development in May 2011 was endorsed by all member States, which agreed to ensure its implementation in their respective countries. The strategy will be the basis for reporting on the implementation on the seven priority areas agreed upon at the eighth Africa Regional Conference on Women, held in Banjul in 2009. To support and strengthen the ability of member States to implement and report on the Secretary-General's campaign UNiTE to End Violence against Women, the subprogramme undertook studies in different countries. All of the countries studied have taken measures to address violence against women within their legislative frameworks, with a few that have elaborated specific legislation or established institutions specifically charged with addressing the problem.

(c) Enhanced capacity of member States to address the persistent and emerging social and economic concerns of women relating to poverty reduction and sustainable development

452. The subprogramme has been able to strengthen the capacity of member States in the area of gender statistics and mainstreaming gender in poverty reduction policies.

453. A comprehensive report on the status of gender inequality in the social, economic and political sector adopted at the seventh session of Committee on Women and Development included recommendations that will inform the policies, plans and strategies of member States on this subject, at both the national and regional levels. A synthesis report from 10 country-level studies on women's land rights in Africa, which was also presented to the Committee on Women and Development, made recommendations on the role of national land policies in promoting women's property rights, including effective legislative and other strategies to respond to the challenge of securing women's land tenure rights. This will be the basis of the technical advisory services to be provided to member States in the biennium 2012-2013.

Subprogramme 7
Subregional activities for development

(a) Subregional activities in North Africa

(a) Enhanced capacity of member States, the Arab Maghreb Union and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in North Africa

454. During the biennium, the subregional office for North Africa has been able to enhance the capacities of member States and the Arab Maghreb Union in the vital areas of social development, employment promotion, gender equality and statistical services in the subregion. In particular, in order to better address the structural factors affecting employment creation in the region (where unemployment rates are among the highest in the world), the office has launched activities to improve understanding of the linkages between growth patterns and the status of employment, with a strong focus on youth employment. Innovative policy recommendations have been adopted by member States, and they will be further implemented at the national and regional levels. During the biennium, the issue of climate change in North Africa was also addressed as an issue of critical importance. In addition, the office contributed to strengthening capacities in the area of statistical data management and continued to provide technical support through technical advisory missions.

(b) Strengthened capacity of the Arab Maghreb Union to implement multi-year programmes through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations agencies, the Asian Development Bank, and the NEPAD secretariat

455. The office significantly increased the number of its joint activities and partnerships during the reporting period, including the organization of a conference on the role of women in development, a workshop on cybercrime in North Africa

and a meeting on South-South cooperation between the Arab Maghreb Union and other African regional economic communities. The office is an active member of the United Nations country team in Mauritania, Morocco and Tunisia, and it intends to increase its involvement in the activities of the country teams of its other member States in future. Its key input to the work of the country teams is to mainstream regional integration dimensions into the United Nations development assistance framework process and to provide help to member States in integrating a regional dimension into their policies.

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, the Arab Maghreb Union and United Nations agencies

456. The office made a key contribution to knowledge-building and knowledge-sharing on regional integration issues in North Africa through the establishment of the Observatory on Regional Integration in Africa. The activities of the Observatory have contributed to the consolidation of a network of academics, researchers and institutions working on international trade, growth and regional integration. A special effort was made to involve young researchers in the work of ECA and WTO through the 2010 and 2011 meetings of the International Mediterranean Colloquium. A network of women entrepreneurs' organizations was created. In addition, a network of the United Nations Population Fund (UNFPA) peer-educators has been established between peer-educators from Algeria, Morocco and Tunisia.

(b) Subregional activities in West Africa

(a) Enhanced capacity of member States and the West African regional economic communities, namely the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union, and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in West Africa, including macroeconomic convergence; trade; infrastructure and services; gender mainstreaming; governance; conflict resolution and post-conflict peacebuilding; agriculture and food security; and the environment

457. The subregional office for West Africa provided capacity-building and technical assistance through: (a) the establishment of the ECOWAS Project Preparation and Development Unit; (b) the provision of consultancy services in defining and harmonizing policies; and (c) the creation of a development and financing fund for the transport and energy sectors of ECOWAS member States. This initiative encouraged the extension of similar cooperation to other subregional organizations with similar objectives, including the West African Economic and Monetary Union, the Mano River Union and similar institutions. Other advocacy efforts involved the production of its flagship publications,[20] the organization of the meetings of the Intergovernmental Committee of Experts of West Africa and the conduct of eight capacity-building and training workshops to member States. The office was instrumental in assisting the ECOWAS member States to adopt a

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[20] On economic and social conditions in West Africa in 2010 and 2011 and the ECA annual report.

common position to address key subregional integration priorities through capacity-building and knowledge generation.

(b) Strengthened capacity of the West African regional economic communities to implement multi-year programmes through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations agencies, the African Development Bank, the African Union, and the NEPAD secretariat

458. The office increased its partnerships at national and subregional levels in order to strengthen the capacity of the regional economic communities, as evidenced by increased joint participation in the ECOWAS meetings and those of other intergovernmental organizations in West Africa. Joint activities were undertaken under the multi-year programme with ECOWAS through functional support to the work of the United Nations country teams and other United Nations inter-agency activities. Capacity-building activities to strengthen public-private sector partnerships and research and training to strengthen such partnerships in the electricity sector and in agro-industry and agribusiness in West Africa were conducted with experts in the field. To advance the subregional integration agenda and to develop a harmonized statistical system, the office organized a capacity-building workshop on the harmonization of data collection and economic forecasting methodologies. The Commission is also supporting the work of ECOWAS on overall regional integration issues.

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, the West African regional economic communities and United Nations agencies

459. Information and knowledge-sharing was strengthened through various platforms, including the sessions of the Intergovernmental Committee of Experts, which promote dialogue among various stakeholders drawn from Governments, regional economic communities, the private sector and civil society and adopt positions on themes such as regional integration, employment, policy harmonization, development of the private sector and other emerging issues in West Africa. In addition to reviewing economic and social developments, participants at the thirteenth session of the Intergovernmental Committee of Experts in Dakar discussed the development programmes of ECOWAS and the West African Economic and Monetary Union. The challenges of youth employment and self-employment were also discussed. The fourteenth session of the Intergovernmental Committee of Experts held in Freetown, reviewed progress made by ECOWAS member States towards achieving the Millennium Development Goals and examined synergies among the United Nations agencies and other development partners to advance the subregion's development agenda.

(c) Subregional activities in Central Africa

(a) Enhanced capacity of member States and the Central African regional economic communities, namely the Economic Community of Central African States and the Central African Economic and Monetary Community, and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in Central Africa

460. During the reporting period, the subregional office for Central Africa organized two sessions of the Intergovernmental Committee of Experts and four ad hoc expert group meetings and implemented two field projects, one on institutional support to the Central African Economic and Monetary Community and the Economic Community of Central African States and the second on e-Employment for poverty reduction and achieving the Millennium Development Goals in Central Africa through the use of ICT. The office also provided technical assistance and advisory services to the member States, the Economic Community of Central African States, the Central African Economic and Monetary Community and other intergovernmental organizations in Central Africa. These activities were informed by the office's policy analysis and advocacy work, which served as the basis for information-sharing, the harmonization and coordination of development policies and regional integration programmes in the subregion. In using its analytical work to engage the member States, the Economic Community, the Monetary Community and other intergovernmental organizations on policy advocacy and programme harmonization, the office contributed to enhancing the capacity of those development partners.

(b) Strengthened capacity of the Central African regional economic communities to implement multi-year programmes through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations agencies, the African Development Bank, the African Union and the NEPAD secretariat

461. The office continued to strengthen the network among member States, the regional economic communities and intergovernmental and non-governmental organizations. Notable in this regard are the meetings on the generation of a multi-year programme for the 2011-2013 period organized in November 2010 in Douala, Cameroon, and the consultative meeting with United Nations agencies, the Economic Community of Central African States, the Central African Economic and Monetary Community and subregional intergovernmental and non-governmental organizations on the adoption of a 2010-2012 common indicative programme and the establishment of a subregional coordination mechanism to support the African Union/NEPAD programme in Central Africa. Continuous advocacy undertaken by the office on the rationalization issue has seen the creation and launch of a steering committee on the rationalization of regional economic communities in Central Africa, which is led by ECA.

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, the Central African regional economic communities and United Nations agencies

462. The office implemented knowledge-sharing community of practice for Central Africa. To optimize the transfer of knowledge and information-sharing on regional integration, a website with the latest contents management system technology, the Observatory on Regional Integration in Central Africa, was developed and made available on the ECA website. This platform contains relevant information on regional integration, including protocols, treaties on regional integration, links to regional economic communities and development partners and reports and flagships publications on major challenges facing Central Africa. The sessions of the Intergovernmental Committee of Experts and other events organized during the period proved to be effective vehicles for information- and knowledge-sharing on socioeconomic development issues of concern to the countries of the subregion.

(d) Subregional activities in East Africa

(a) Enhanced capacity of member States and the East African regional economic communities, namely, the East African Community and the Intergovernmental Authority on Development, as well as other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in East Africa

463. The fourteenth session of the Intergovernmental Committee of Experts, which took place in March 2010 in Kigali, contributed to strengthening the catalytic role of the subregional office for East Africa in facilitating policy dialogue and strategy-setting on development issues. Participants at the session adopted the joint framework for the programme on food security for Eastern Africa and also discussed the theme of growth and employment creation. The outcome of the session of the Intergovernmental Committee informed the third Annual Joint Meetings of the African Union Conference of Minnisters of Economy and Finance/ECA Conference of African Ministers of Finance, Planning and Economic Development.

464. During the reporting period, the subregional office for East Africa organized a series of training courses, seminars and workshops to build knowledge and raise the level of technical awareness of member States on cybersecurity, attack, disaster and recovery programmes and transport and trade facilitation in countries in the region.

(b) Strengthened capacity of East African regional economic communities to implement multi-year programmes through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations agencies, the African Development Bank, the African Union, and the NEPAD secretariat

465. The memorandum of understanding on the multi-year programme of work between the Indian Ocean Commission and ECA was signed during the biennium. The objective of the memorandum is to provide a framework for, and to facilitate cooperation between the Commission and ECA in addressing, regional integration and the special needs of the Indian Ocean region, as articulated in the multi-year programme of work, providing a coherent framework to guide the priority

development programmes of the Commission for achieving peace, stability, prosperity and regional integration among its members.

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the East African regional economic communities, the private sector, civil society and United Nations agencies

466. Knowledge networking has been an important part of the work of the office; the establishment of the Observatory on Regional Integration in East Africa, currently in its pilot stage, was a major contribution in this regard. The work of the Commission has been disseminated through the distribution of its publications and reports to participants at the various meetings and workshops organized by the office; press releases; interviews with the media; regular newsletters and exhibits at high-level meetings. In addition, the office organized workshops on transport and trade facilitation and the promotion of intra-African trade for the Eastern and Southern African subregions, with Government representatives from the two subregions, the African Union Commission, the African Development Bank and development corridor groups in Eastern Africa.

(e) Subregional activities in Southern Africa

(a) Enhanced capacity of member States, the Southern African Development Community (SADC) and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in Southern Africa, including infrastructure and services; trade, investment and finance; mining and energy; food security and sustainable development; gender and development; and the achievement of the Millennium Development Goals

467. The subregional office for Southern Africa provided support for the implementation of the monitoring of the SADC Protocol on Gender and Development, which has been harmonized with the ECA African Gender and Development Index. Within that framework, the office has supported the SADC secretariat in developing and rolling out its monitoring tool on the Protocol to 14 SADC member States as well as in producing a biennial report on gender and development in Southern Africa. It also supported SADC in developing an e-SADC strategy framework and assisted the parliaments of Botswana, Swaziland and Zambia in developing ICT master plans. In addition, the office hosted a meeting to review a cost-benefit-analysis of infrastructure programmes, which detailed the importance of fostering cooperation on regional water and power infrastructure projects, and held an ad hoc expert group meeting to discuss South-South and triangular cooperation and the challenges of macroeconomic policy convergence.

(b) Strengthened capacity of SADC to implement multi-year programmes through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations agencies, the African Development Bank, the African Union and the NEPAD secretariat

468. The office continued its consultative and advisory work with the Eduardo Mondlane University in Mozambique on mainstreaming regional integration into national development plans and on macroeconomic convergence. In 2011, it hosted

two ad hoc expert group meetings on: (a) "South-South and triangular cooperation: Implications for Southern Africa Countries" which recommend that beneficiary and pivotal countries meaningfully engage through subregional institutions such as SADC and the Common Market for Eastern and Southern Africa in formulating a framework for international cooperation that would render such forms of cooperation more effective; and (b) "Addressing the challenges of macroeconomic policy convergence in the SADC region". The key recommendations of those meetings included the need for: member States to support and adequately provide oversight functions to the SADC secretariat in order to accelerate the macroeconomic convergence programme; the harmonization of institutions and programmes across the subregion; and the need for SADC member States to build on monetary arrangements among smaller subgroupings in order to accelerate monetary integration within the Southern African subregion.

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities including Governments, SADC, the private sector, civil society, and United Nations agencies

469. The office provided the following platforms and avenues for knowledge sharing: (a) produced and widely disseminated electronic briefs on its major activities and on the strategies and recommendations emanating from the Intergovernmental Committee of Experts, the ad hoc expert group meetings and other events organized by the office; (b) collaborated with the SADC secretariat and held workshops to finalize the SADC e-strategy framework and submitted it to the Conference of SADC Ministers responsible for Telecommunications, Postal and ICT which adopted it; and (c) held a number of meetings that were instrumental in enhancing information- and knowledge-sharing on development policies and strategies among actors in the subregion.

Subprogramme 8
Development planning and administration

(a) Enhancement of the technical and analytical skills of experts in the public and private sectors who perform the essential functions of strategic economic management in member States

470. The African Institute for Economic Development and Planning was able to expand the menu of training courses it offers to the member States and significantly increased the number of beneficiaries of its capacity development and training programmes. It also launched the decentralized implementation of its activities in order to enhance its presence and reach beyond its headquarters in Dakar. In addition, the Institute organized a series of policy dialogues that contributed to the strengthening of an African research-policy nexus, relaunched its policy research activities and laid the foundation for the launching of online programmes.

Subprogramme 9
Statistics

(a) Enhanced capacity of member States to produce and use economic, demographic and environmental statistics, including gender-disaggregated and gender-responsive statistics in support of regional integration and the Millennium Development Goals

471. At the recommendation of experts meeting in the United Republic of Tanzania, ECA organized a conference of ministers on civil registration, at which agreement was achieved on the reform and improvement of civil registration and vital statistics systems. An ad hoc expert group meeting was organized on use of censuses and surveys for deriving Millennium Development Goals indicators and an associated non-recurrent handbook was produced with the United Nations Statistics Division on the development of Millennium Development Goals indicators. The Commission produced the annual *African Statistical Yearbook*, with the African Development Bank and the African Union Commission, and continued to publish the *African Statistical Newsletter* on a quarterly basis.

(b) Harmonized statistics in support of regional integration, macroeconomic convergence programmes, common currency and better economic management in regional economic communities

472. By the end of the reporting period, there were 32 countries using the 1993 System of National Accounts (SNA), while some countries are preparing to adopt the 2008 SNA. The development of the regional strategy on the implementation of the 2008 SNA and the training of experts from member States in the compilation of national accounts have helped equip African countries with the capacity needed to implement the 2008 SNA. The Commission's statistical database was enhanced and updated to provide for planning and monitoring development activities.

Subprogramme 10
Social development

(a) Enhanced national and regional capacity to design, implement and monitor social policies and programmes for accelerating progress towards achieving the Millennium Development Goals and for effective delivery of social services

473. ECA remained the key technical resource partner of the African Union Commission in implementing the outcomes of the African Development Forum on Youth, and it contributed to the drafting and revision of the African Youth Charter and the African Union Plan of Action for the African Youth Decade (2009-2018) for implementation by member States. ECA strengthened the capacity of member States to implement social protection programmes through eight country studies. The capacity of African least developed countries to monitor progress on the Istanbul Programme of Action was strengthened through the least developed country monitoring tool. Parallel meetings on "climate change through the lens of vulnerability", held in advance of the seventh African Development Forum resulted in recommendations from the subprogramme on how African countries can tackle population, health, gender and youth issues in the face of climate change. These recommendations will guide the Commission's future work and member States on the gender and social dimensions of climate change in Africa.

Section 18
Economic and social development in Asia and the Pacific

Highlights of programme results

During the 2010-2011 biennium, ESCAP promoted regional cooperation and collective action to achieve economic and social progress for the people in the Asian and Pacific region. The Commission made progress in transforming its secretariat into a powerful regional centre for rigorous analysis through the sharing development policies and practices and innovative solutions and by building regional and subregional consensus, norms and standards on a range of economic, social and environmental issues. A highlight of the biennium was the opening of the Commission's new subregional offices, established to strengthen the development pillar of the United Nations by serving as forums for discussing subregional development priorities, expand partnerships with subregional stakeholders and increase knowledge-sharing. In addition, ESCAP has developed a coordinated voice for the least developed countries of the region, identifying debt, increased Government revenues and the effects of food and fuel price shocks on the poor as pressing concerns for those countries. In 2010, through the adoption of the Incheon Declaration on Disaster Risk Reduction in Asia and the Pacific, the Commission recommitted itself to strengthening efforts towards the achievement of the Millennium Development Goals, enhancing regional cooperation to further address development issues, including recovery from the economic and financial crises, environmental sustainability and the concerns of countries with special needs.

Challenges and lessons learned

While ESCAP has accomplished much over the past two years, new priorities and challenges require a continued effort that can only be met by working together with member States to create a new sustainable paradigm for inclusive economic growth within the Asia-Pacific region, matching economic recovery with a renewed emphasis on forward looking, people-centred, socially and ecologically sound development.

Output implementation rate

474. The above-cited results are based on the implementation of 92 per cent of 473 mandated, quantifiable outputs.

475. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 18)).

Executive direction and management

(a) Programme of work is effectively managed

476. ESCAP continued to implement changes to better serve its member States. Its support is channelled through strategic planning and programming processes that promote the full implementation of its mandates and the effective use of its financial resources; the improvement of monitoring and evaluation systems; the enhancement of planning and capacity-development programmes; the building of effective development partnerships; and the promotion of overall system-wide coherence at the regional level. During the biennium 2010-2011, ESCAP opened all of its new subregional offices, which are expected to be fully operational in the next biennium. By 31 December 2011, 99.72 per cent of the final appropriation for section 18 of the regular budget for the biennium 2010-2011 had been utilized.

(b) Timely recruitment and placement of staff

477. During the biennium, the Galaxy system was phased out and the new system, Inspira, was implemented in phases. As a result, the average number of days taken to recruit staff in the Professional and higher categories was 192, exceeding the target of 150 days. In order to improving its performance, ESCAP has robustly engaged with the stakeholders of the staff selection system, including hiring managers and the central review bodies, to assist them in learning how to use the new system. In addition, the mandatory competency-based interview workshop continued to be offered to train staff involved in the selection and interview process, and the central review bodies at ESCAP continued the practice of conducting virtual meetings to review cases.

(c) Improved geographical representation and gender balance

478. ESCAP surpassed the 35 per cent target for geographical representation by 25.1 per cent. During the biennium, ESCAP achieved a 60.1 per cent rate of selection from unrepresented and underrepresented member States. ESCAP also improved gender equity in the recruitment of Professional staff by increasing the percentage of female staff members to 39.7 per cent, against the target of 40 per cent. This achievement is the result, in part, of the Commission's systematic approach to its outreach activities, which ensures a wider distribution of information about ESCAP career opportunities in order to attract the widest pool of qualified candidates. Recognizing that an effective step in improving geographical representation is through the young professionals programme examination, additional efforts were made, in collaboration with member States, to advertise and distribute information about the 2010 examination for young professionals in countries where the examination was offered.

(d) Identification of emerging issues that require attention by Member States

479. ESCAP continued to reinforce its role as the key regional platform for promoting inclusive and sustainable development in the Asia-Pacific region by assisting member States to formulate a coordinated voice in global development dialogues. The Commission has provided the regional architecture to track economic and social decisions and share good practices among the different subregions to ensure growth with equity in the region. ESCAP will continue to

enhance its role as a critical resource and regional hub for innovation for States of the region in improving the lives of their people.

(e) Enhanced policy coherence in the management of the economic and social activities of the United Nations

480. The Asia-Pacific Regional Coordination Mechanism made substantial progress in improving coordination and coherence of the activities of the United Nations system at the regional level, including the institutionalization of the Mechanism itself. A practical understanding was reached on the respective roles of the Mechanism and regional entities of the United Nations Development Group. The Mechanism was integrated into the global CEB/High-level Committee on Programmes architecture, and the outputs of the Mechanism served as a linkage with CEB, providing important regional dimensions to issues on the agenda of the High-level Committee. The functioning of the six thematic working groups under the Mechanism was reviewed and has been strengthened.

(f) Mobilization and promotion of public information on the role of ESCAP in the Asian and Pacific region

481. During the biennium, media commentators increasingly referred to ESCAP as a leading player in addressing issues of regional concern through the development of policy options, in particular in relation to the economic, food, fuel and climate change crises. The heightened visibility of the Commission was evidenced by the increased number of articles published on the work of ESCAP, including 13 opinion articles authored by the Executive Secretary, and increased interest in information posted on the ESCAP website.

Subprogramme 1
Macroeconomic policy and inclusive development

(a) Increased regional cooperation and sharing of experiences and practices in formulating and implementing macroeconomic policies to reduce poverty, and achievement of sustainable and inclusive economic and social development

482. The Macroeconomic Policy and Development Division contributed to fostering a sound macroeconomic policy environment in the face of various challenges, including the continuing effects of the global economic crisis and the resurgence of food and oil prices. In particular, the *Economic and Social Survey of Asia and the Pacific* (2010 and 2011) and the year-end updates highlighted the need to rebalance growth and narrow development gaps in order to sustain the region's dynamism. In addition to fiscal and monetary policies, policies to enhance the region's connectivity and economic integration and to strengthen the productive capacity of the least developed countries were explored. These analytical works received extensive coverage by local, regional and international media outlets, including the BBC, Reuters, the Associated Press, Bloomberg and Xinhua news agencies. The key findings of the survey were further elaborated through policy dialogues in 29 member States, including the participation of more than 900 policymakers and representatives of civil society.

(b) Improved capacity of member States to design and implement medium- to long-term economic development policy options, including in the area of financing for development

483. The Division contributed to the longer term development of the region by generating timely discussions on social protection, financial inclusion and the impact of higher food prices. Given that sustaining the region's dynamism is vital for development and mobilization of resources, capacity-building workshops were organized, including in Cambodia, where strategies to enhance competitiveness and attract FDI were discussed. At the regional level, a policy dialogue organized jointly with the Philippines Central Bank focused on building resilience against various shocks. The Division also contributed to the third and fourth South Asia Economic Summits and organized an exhibition highlighting the role of South-South and triangular cooperation in development. In addition, the Division helped to build the regional voice and consensus on key development issues, including through high-level consultations on the summits of the Group of 20 in the biennium. These efforts were supported by rigorous analyses, including through policy briefs, working papers and the *Asia-Pacific Development Journal*.

(c) Improved capacity of member States to develop programmes, utilize good practices and formulate strategies for achieving the internationally agreed development goals, including the Millennium Development Goals, with a special focus on regional poverty reduction and gender equality issues

484. The Division contributed to the regional implementation of the Millennium Development Goals and other internationally agreed development goals, in particular for the least developed countries, landlocked developing countries and small island developing States of the region. The *Asia-Pacific Millennium Development Goal Regional Report 2010/11*, jointly prepared with the Asian Development Bank and UNDP, helped to measure the region's progress and address areas in which it is lagging behind. In particular, the report, launched during the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals in 2010, highlighted the priorities for the Asia-Pacific region in the years leading up to 2015, including in the areas of hunger, health and basic infrastructure. Special attention was given to gender equality issues and to integrating the Millennium Development Goals into national development strategies, including through a partnership dialogue in Cambodia and advocacy training and subregional workshops aimed at accelerating progress in the least developed countries.

(d) Progress towards graduation of the least developed countries through mobilization of regional efforts to address poverty reduction and other concerns of countries with special needs

485. The Division contributed to meeting the special needs of the least developed countries, the landlocked developing countries and the small island developing States in the region. Several recommendations and resolutions were adopted by the Special Body on Pacific Island Developing Countries, the Special Body on Least Developed and Landlocked Developing Countries and the sixty-sixth and sixty-seventh sessions of the Commission. The Commission played a key role in the Fourth United Nations Conference on the Least Developed Countries in 2011 by providing regional input, including a stakeholder meeting, at which a regional road

map for the next decade was adopted. Through a high-level dialogue on the Mauritius Strategy, the Division brought greater attention to the Pacific island countries, and it addressed key issues of connectivity and trade facilitation at a high-level dialogue on the Almaty Programme of Action on landlocked developing countries. The Division took part in the third Development Partnership Forum in Myanmar on improving rice policies for food security. In addition, the United Nations Special Programme for the Economies of Central Asia Economic Forum helped to promote peace and economic development in Afghanistan in the context of subregional cooperation.

(e) Improved capacity of ESCAP member States to formulate and implement policies and programmes for reducing rural poverty, including those with a gender dimension, through the sustainable development of secondary crops

486. The Division contributed to efforts to reduce poverty and hunger through sustainable agriculture and rural development. The Asia-Pacific region is home to a majority of the world's poor, and it has the highest proportion of undernourished people. Agriculture in the region, which has been input intensive, is now being threatened by climate change and natural hazards. In this regard, a project on forecasting food security under El Niño helped to identify the impact of climate change on the production of staple crops in Indonesia, Malaysia and Viet Nam. The gender dimensions of rural development policies were also explored during the biennium. The effective capacity-building, outreach and policy advice activities of the Division were recognized by the funding of a €2.5 million project on a network for the transfer of knowledge on sustainable agricultural technologies and improved market linkages in South and South-East Asia by the European Union and Canada. Major conferences and seminars brought together key stakeholders from ministries of agriculture and from research institutes.

Subprogramme 2
Trade and investment

(a) Strengthened regional cooperative mechanisms in trade, investment and finance

487. The six participating States in the Asia-Pacific Trade Agreement continue to express their appreciation for the technical and logistical support provided by the secretariat. Mongolia has expressed its appreciation for the technical support provided by ESCAP in connection with its accession to the agreement. During 2010-2011, five out of six participating States ratified both the Framework Agreement on Trade Facilitation and the Framework Agreement on the Promotion, Protection and Liberalization of Investment. In addition, all six participating States have signed the above two agreements as well as the Framework Agreement on the Promotion and Liberalization of Trade in Services. The Asia-Pacific Research and Training Network on Trade continues to grow, with 32 member institutions spanning a community of about 800 individual researchers. An external evaluation assessed the Network as being highly successful, noting that it has significantly contributed to capacity-building in the region. Collaboration among Global Compact partners in the region has also been increasing, with membership in the community of practice expanding.

(b) *Increased capacity of ESCAP member States to formulate and implement effective and coherent policies, including those with a gender dimension, on trade and investment, enterprise development and finance policies*

488. Approximately 83 per cent of participants in ESCAP activities and initiatives during 2010-2011 indicated that they had increased their capacity to formulate and implement effective and mutually coherent and consistent trade and investment, enterprise development and finance policies, including those with a gender dimension. In 2010-2011, close to 1,200 people were trained by ESCAP on trade and investment issues, including through the WTO/ESCAP technical assistance programme, the Asia-Pacific Research and Training Network on Trade and the regional community of practice on corporate social responsibility established by ESCAP. About 500 officials and trade facilitation stakeholders also benefited from various trade facilitation capacity-building activities during the biennium, most of which were provided by the United Nations Network of Experts for Paperless Trade, launched by ESCAP in 2009.

(c) *Increased capacity of ESCAP member States to formulate and implement policies and strategies for sustainable economic growth and rural poverty reduction through agrotechnology transfer and agro-based enterprise development*

489. As at December 2011, the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery had made significant progress in achieving the target indicator of 75 per cent of participants in its programmes reporting being better able to formulate strategies for sustainable economic growth and rural poverty reduction through regional cooperation in aspects of agrotechnology and agricultural enterprise development. Approximately 200 professionals, policymakers, agricultural technicians and academicians were provided with information on current agrotechnological knowledge about hybrid rice technology and post-harvest loss reduction in rice production. An additional 32 agricultural technicians, policymakers and academicians were given training in sustainable agricultural mechanization strategies.

(d) *Strengthened capacity to promote national innovative systems and create an enabling environment for technology transfer to address regional development challenges*

490. In 2009, a total of 15 member countries (Bangladesh, China, Fiji, India, Indonesia, Iran (Islamic Republic of), Malaysia, Nepal, Pakistan, the Philippines, the Republic of Korea, Sri Lanka, Thailand, Vanuatu and Viet Nam) participated in the activities of the Asian and Pacific Centre for Transfer of Technology. In 2010, in addition to those countries, Bhutan, Mongolia, Myanmar and the Lao People's Democratic Republic joined the Centre's activities, bringing the total number of participants to 19. During the first half of 2011, Cambodia also joined, and by the end of June 2011, 20 countries were involved. This was mainly due to the Centre's work related to countries with special needs under the national innovation system project funded by the Government of India.

Subprogramme 3
Transport

(a) *Enhanced knowledge and increased capacity of member States to develop and implement effective and sustainable transport policies and programmes, including those targeting the Millennium Development Goals*

491. The continuing efforts of the Transport Division to enhance the capacity of member States to develop and implement effective transport policies were evidenced by a string of encouraging results, including adoption of a number of ESCAP resolutions to enhance regional connectivity for inclusive and sustainable development. Phase II (2012-2016) of the Regional Action Programme for Transport Development in Asia and the Pacific has been reviewed by a regional expert group meeting and will be put forward for consideration and adoption at a ministerial conference in March 2012. In addition, the ESCAP working draft on an intergovernmental agreement on dry ports, which aims to bring about connectivity and integration of the Asian Highway and Trans-Asian Railway networks and other transport modes, has been reviewed by Governments of the region and is expected to be finalized in 2012. Many Governments made considerable progress in institutional development, administrative arrangement and financing mechanisms to support public-private partnerships in infrastructure development in 2010-2011.

(b) *Improved capability of member States and international financial institutions to use the Asian Highway, Trans-Asian Railway and other ESCAP-promoted initiatives for planning international intermodal transport linkages*

492. ESCAP enhanced the capacity of its member States and international financing institutions to use the Asian Highway and Trans-Asian Railway networks for planning international intermodal transport linkages. Regional Governments have indicated that their development priorities were now increasingly focused on international transport corridors, as part of their national transport development plans. In this regard, assistance was extended to member States in identifying priority investment projects to develop, improve and maintain both networks and intermodal interfaces, for further analysis and funding consideration by international financial institutions and donors. Financial institutions, including the Asian Development Bank, the European Bank for Reconstruction and Development, the Islamic Development Bank and the World Bank have provided funding for developing and/or upgrading various sections of the networks in a number of countries. The Asian Highway network, which now connects to all landlocked countries in the region, has been used as a model for subregional cooperation programmes in the Greater Mekong Subregion as well as by several regional organizations.

(c) *Increased capacity among ESCAP member States and regional industries to implement measures to improve the efficiency of international transport operations and logistics as well as road safety*

493. The ESCAP time/cost=distance methodology continued to receive wide recognition as an important tool to identify and address major bottlenecks impeding efficient cross-border transport. To assist member States in removing non-physical bottlenecks along transport routes and at border crossings, a draft regional strategic framework for the facilitation of international road transport has been formulated and integrated into the Regional Action Programme for Transport Development in

Asia and the Pacific (Phase II (2012-2016)), for the consideration of the Ministerial Conference on Transport in 2012. In addition, the launch of the Decade of Action for Road Safety, 2011-2020, received strong support from member States through regional and national activities. In line with ESCAP regional goals, indicators and targets, a multitude of road safety initiatives have been taken by member States to achieve 50 per cent reduction in fatalities and injuries. ESCAP has promoted initiatives encouraging railway authorities to collaborate in organizing demonstration runs along the Trans-Asian Railway network and new commercial services are being launched.

Subprogramme 4
Environment and development

(a) Strengthened consensus among ESCAP member States on an increased number of issues related to environmentally sustainable economic growth

494. During the biennium, consensus was reached on: (a) the Ministerial Declaration on Environment and Development in Asia and the Pacific, Astana, 2010; (b) the regional implementation plan on sustainable development in Asia and Pacific, 2010-2015; and (c) the Astana Green Bridge Initiative. All three documents are the outcome of the sixth Ministerial Conference on Environment and Development in Asia and the Pacific. At the sixth Conference, the Pacific small island developing States announced their "Green growth partnership" to promote sustainable development in the region. In addition, the sixty-sixth session of the Commission directly addressed the subject of the promotion of sustainable development in the region. At its sixty-seventh session, the Commission adopted resolution 67/2 on promoting regional cooperation for enhanced energy security and the sustainable use of energy in Asia and the Pacific.

(b) Improved awareness and understanding among policymakers in planning, finance and other relevant ministries and stakeholders in the ESCAP region on effective policy and programme options for promoting environmentally sustainable economic growth

495. ESCAP continued its efforts to raise awareness and understanding of policy and programme options to promote environmentally sustainable economic growth. Through its research and at meetings, international forums and on other occasions, the Commission promoted its work on green growth, energy efficiency and renewable energy, sustainable urban development and water resources management. Utilizing its wide network of stakeholders, including Government officials, civil society and the private sector, ESCAP expanded its outreach, achieving high participation rates at meetings, and always receiving positive feedback. In particular, the questionnaires circulated at meetings generally indicated improved awareness and understanding of the policies and programme options advocated by ESCAP.

(c) Improved capacity of ESCAP member States to develop policy and programme options, including those with a poverty and gender dimension, for promoting environmentally sustainable economic growth

496. A core focus of ESCAP's work during the biennium was capacity-building for policymakers at all levels, primarily in key ministries, including the operational staff of national and local Governments, in the design and implementation of

policies to promote environmentally sustainable economic growth. In addition to studies and workshops, nine hands-on training events were organized on solid waste management, green growth leadership and eco-efficient urban infrastructure. The Government of Cambodia adopted a national green growth road map developed by an interministerial green growth working group at a round table. The President of Kazakhstan established an interministerial working group that endorsed a national report on the application of green growth policy tools. Fiji adopted a new law on green growth, green productivity and green jobs.

(d) Increased national capacity of ESCAP member States to formulate effective policies and strategies for the management and use of energy and water resources

497. ESCAP worked with Government policymakers at all levels, as well as with civil society, academia, non-governmental organizations, local governments and the private sector, to enhance the effectiveness of energy security, improve the management of water resources and design inclusive and sustainable development policies. The energy security agenda was promoted through field projects, including workshops, expert group meetings and direct consultations with policymakers. ESCAP organized an expert group meeting and an Asia-Pacific business forum on low carbon development paths, with the participation of more than 20 experts and approximately 200 participants from member States. These activities were aimed at assisting regional Governments in identifying different approaches appropriate to the conditions of economic development, especially for the developing countries. To advance eco-efficient water infrastructure and integrated water resources management, ESCAP contacted partner organizations and organized various regional forums and studies, which were supported by pilot projects and field assessments of water and sanitation infrastructure.

Subprogramme 5
Information and communications technology and disaster risk reduction

(a) Increased sharing of knowledge among ESCAP member States on policy options, strategies and best practices for information and communications technology (ICT) connectivity and for integrating multi-hazard disaster risk reduction into national development

498. ESCAP contributed to increased sharing of knowledge through analytical studies and policy dialogues between policymakers, experts and practitioners from the region and further afield. In this regard, the Asia-Pacific Gateway for Disaster Risk Reduction and Development made significant progress in aggregating at the regional level, and in a more systematic way, the laws, policies and communities of practice on mainstreaming disaster risk reduction into development planning processes. Another significant outcome was the completion of the first regional study on the disaster situation in Asia and the Pacific, *The Asia-Pacific Disaster Report, 2010: Protecting Development Gains*.

(b) Strengthened regional cooperative mechanisms in support of ICT connectivity and disaster risk management

499. In 2010, the mechanism for providing space-based information and services for drought monitoring and early warning was launched under the Regional Space

Applications Programme for Sustainable Development. The mechanism will be expanded to cover other major disasters, beginning with floods. The fourteenth meeting of the Regional Interagency Working Group on ICT agreed that ESCAP and the International Telecommunication Union (ITU) Regional Office for Asia and the Pacific should jointly build regional disaster communications capacities. ESCAP enhanced the regional capacity for disaster risk management through the cooperative activities of the ESCAP/WMO Typhoon Committee. National training workshops held in Pacific countries and in-depth, follow-up training built the capacity of national key stakeholders and facilitated access to satellite imagery and products for disaster risk management. The ESCAP trust fund continues to provide its beneficiaries with enhanced capacities in the areas of early warning and disaster risk reduction.

(c) Improved capabilities of ESCAP member States in the field of multi-hazard assessment, preparedness, early warning and response to disaster risks

500. The *Asia-Pacific Disaster Report, 2010*, published by ESCAP jointly with the United Nations, informed policymakers of disaster risks and the impact of disasters in the ESCAP subregions. The Asia-Pacific Gateway for Disaster Risk Reduction and Development facilitated information exchange to support mainstreaming of disaster risk reduction into socioeconomic development. ESCAP promoted subregional networking for effective exchange of information in flood risk reduction taking into consideration extreme weather events in Central Asia, and the sharing of good practices and lessons learned across the region to deal with the challenges posed by large-scale disasters and the effects on development following the disasters in Pakistan, Japan and in Southeast Asia. Member States in the Pacific were trained in the economic assessment of natural disasters at a subregional workshop organized by ESCAP.

(d) Improved institutional capacity of ESCAP member States to apply ICT for socioeconomic development

501. The Asian and Pacific Training Centre for Information and Communication Technology for Development promoted the development of the ICT capacity of policymakers by organizing and/or supporting a total of 33 workshops, meetings, conferences and other events in partnership with national Governments, training institutions, international organizations, academia and the private sector. These included the roll-out of its flagship Academy of ICT Essentials for Government Leaders programme in seven new countries and at two subregional and five regional level workshops or train-the-trainer programmes, as well as a large-scale regional forum on ICT for human capacity development. Another 52 workshops or events were organized by the Centre's partners utilizing the modules designed by the Academy. In addition, the online distance learning version of the Academy, called the "virtual Academy", continued to expand. In total, 8,477 participants were involved in events and online training courses organized by the Centre or its partners during the biennium. The Centre also launched a new project to strengthen education on ICT for development in institutions of higher learning in order to expand its activities to include students and youth.

Subprogramme 6
Social development

(a) Effective facilitation of regional reviews to assess progress, address gaps, identify and build consensus on priority areas for action in the implementation of commitments agreed at United Nations intergovernmental processes pertaining to social development, population, ageing, disability, gender equality and health

502. ESCAP served as a key regional platform to engage Governments and key stakeholders in assessing progress, identifying gaps and building consensus on the implementation of the international and regional commitments pertaining to social development, in particular the commitments on ageing, disability, HIV, migration, youth and gender equality. The gender dimension has been integrated into the planning and implementation of all ESCAP activities, contributing to the reflection of gender concerns in the Commission's outcome documents. An average of 93 per cent of participants attending ESCAP meetings and events during the biennium indicated that the activities organized by ESCAP to review the implementation of global mandates concerning social development were relevant and useful and that they had gained deeper knowledge about the progress and gaps. This percentage exceeded the target of 75 per cent. Participants also indicated that the agreed outcomes reflect regional concerns and priorities in the implementation of international commitments.

(b) Enhanced awareness of policy options, strategies and good practices in social policy and protection, including those with a focus on poverty reduction

503. ESCAP produced comprehensive analytical studies to address key regional concerns and priorities in the area of population, ageing, migration, disability, HIV, social protection and gender equality. These analytical studies enhanced the awareness of member States of policy options, strategies and good practices in social policy and protection and promoted more effective deliberations by member States on key social issues at regional forums. In particular, the theme study entitled "The Promise of Protection: Social Protection and Development in Asia and the Pacific", prepared by the secretariat for the sixty-seventh session of the Commission, contributed to the deliberations of ESCAP member States. There is a high demand for the Commission's analytical work in the field of social development, as reflected in the statistics on the ESCAP website and the feedback received from readers.

(c) Strengthened capacity and increased technical cooperation among ESCAP member States in developing and implementing social policies and financing aimed at building inclusive societies, reducing poverty and promoting gender equality

504. ESCAP undertook a series of interrelated initiatives to strengthen the capacity of Governments to develop policies and programmes to address critical priorities and gaps in building inclusive societies, reducing poverty and promoting gender equality. Gender concerns were addressed from the design and planning stage to the implementation of all key initiatives in various areas of social development. Feedback from Governments, civil society and other participants in ESCAP activities to promote regional cooperation revealed a consistently high level of impact in terms of the provision of relevant knowledge and policy tools. An average

of 91 per cent out of a total of 644 participants in such activities during the biennium indicated in survey responses that the knowledge and policy tools provided were relevant and useful to their roles and work in areas related to disability, HIV, ageing, migration, social protection and gender equality.

Subprogramme 7
Statistics

(a) Increased understanding and capacity to assess key socioeconomic trends in the ESCAP region, especially progress towards the Millennium Development Goals, by national official statisticians, decision makers and the public

505. The knowledge and understanding of key national and regional socioeconomic trends and the gaps that need to be filled in order to achieve the Millennium Development Goals increased as a result of the analysis carried out by the Statistics Division and contained in several ESCAP publications. The analytical work on the impact of the economic crisis on poverty in the region provided a clearer understanding of the issues related to the availability and quality of statistical information, as well as of the methodological difficulties involved. The analysis of progress in achieving the Millennium Development Goals and the remaining disparities both between and within countries has helped to increase the understanding of statisticians and policymakers of what is required for countries in this regard, and the analysis has also been used by the Asian Development Bank to raise internal and external funding for poverty reduction initiatives.

(b) Increased access by decision makers and the public to comparable data on key demographic, social, economic and environmental indicators for the ESCAP region

506. The feedback received during and after the second session of the ESCAP Committee on Statistics indicated that participants saw the Committee as an important regional forum where leaders of national statistical systems could discuss matters of strategic importance to statistics development, exchange views and formulate regional positions on major statistical issues. The endorsement of four resolutions on statistics at the sixty-seventh session of the Commission also demonstrated that Governments recognize the importance of statistical development in the countries of the region. The *Statistical Yearbook* confirmed its relevance as a key reference for the region, as witnessed by an increase in website usage. Its collaborative production process made it an excellent platform for engaging at the substantive level with experts from partner agencies, deepening and expanding ESCAP networks. Moreover, the addition of interactive tools on the web page of the Statistics Division has increased the visibility of the statistical databases maintained by ESCAP.

(c) Increased capacity of ESCAP member States to produce comparable and gender-disaggregated data in accordance with internationally agreed standards and good practices

507. ESCAP continued its efforts to strengthen the capacity of national statistical systems in the region to produce and disseminate data in the areas of vital statistics and economic statistics, including the measurement of the informal sector and informal employment, and in improving statistics on disability. Various initiatives on gender statistics contributed to building a foundation for national partnerships.

Work on supporting the achievement of the Millennium Development Goals contributed to promoting the use of statistical data for policy analysis and advocacy to promote development. Through the work of the Partners for Statistics Development in Asia-Pacific, there was an improvement in the collaboration and coordination of activities among key international, regional and subregional organizations and bilateral donors engaged in statistics development in the region.

(d) Strengthened capacity of national statistical offices in the ESCAP region to produce, disseminate and analyse data in accordance with internationally agreed standards and good practices

508. ESCAP helped to strengthen national statistical capacities through the activities of the Statistical Institute for Asia and the Pacific, in particular through its statistical training networks. From January 2010 to December 2011, a total of 951 Government officials and/or statisticians developed their skills and improved their knowledge of official statistics, including internationally agreed standards, methods and frameworks, in a number of areas. Trainees and senior managers of national statistical offices, upon return to their offices, reported that the skills they had acquired through the training provided by the Institute had improved their understanding and job performance.

Subprogramme 8
Subregional activities for development

Component 1
Subregional activities for development in the Pacific

(a) Enhanced capacity of ESCAP member States to formulate and implement economic and social development policies and programmes, including those with a gender dimension, to address key priority areas in the Pacific

509. In preparation for the United Nations Conference on Sustainable Development, Pacific small island developing States have agreed on a series of positions concerning the Conference's two themes and have adopted a "green economy in a blue world" approach to sustainable development in order to achieve a balance between the three dimensions of sustainable development. The regional midterm review of the Mauritius Strategy revealed that progress has been made in formulating and implementing economic and social development policies and programmes. The review and ministerial dialogue recommended strategies to spur development in the Pacific, including a call on the international community to honour its commitments, the adoption of green growth policies, the strengthening of implementation mechanisms and adequate budget allocations. Outcomes from the Pacific regional review of progress towards implementation of the Mauritius Strategy were considered at the sixty-sixth session of the Commission, as well as at the eighteenth session of the Commission on Sustainable Development.

(b) Strengthened partnerships and knowledge sharing among member States, civil society and other relevant development partners to address key priority areas in the Pacific in order to support the achievement of the internationally agreed development goals, including the Millennium Development Goals

510. Through active participation in the United Nations country team and the United Nations development assistance framework process, and through

partnerships with subregional agencies in the Pacific, the ESCAP subregional office in the Pacific has placed a strong emphasis on working closely with others to achieve common goals. The office has facilitated the establishment of the Green Growth Partnership initiative and the national sustainable development strategies and, together with the Commonwealth Local Government Forum and UN-Habitat, has urged political leaders in the region to recognize that the rapid growth of urban populations will continue and must be appropriately addressed. The five-year review of the implementation of the Mauritius Strategy in the Asia-Pacific region provided an important opportunity to strengthen partnerships, share knowledge and capture information about challenges in achieving sustainable development, including lessons learned. The office's website serves as an e-knowledge centre on its work in key priority areas. The website was restructured during the 2010-2011 biennium, with the addition of new materials and information to help facilitate knowledge sharing across the region.

Component 2
Subregional activities for development in East and North-East Asia

(a) Enhanced capacity of ESCAP member States to formulate and implement economic and social development policies and programmes, including those with a gender dimension, to address key priority areas in East and North-East Asia

511. Officially inaugurated in May 2010, the subregional office for East and North-East Asia quickly took on the role of enhancing subregional cooperation and integration. In November 2010, at a consultation meeting, governmental and non-governmental participants identified subregion-specific challenges. In 2011, the office implemented a number of activities to enhance the capacity of policymakers in areas including the social participation of older persons, trade facilitation, nature conservation, the prevention of duststorms and sandstorms and transboundary air pollution. The office also served as the secretariat of the North East Asian Subregional Programme for Environmental Cooperation, an intergovernmental cooperation mechanism comprising all six member States in the subregion, and it facilitated the sixteenth Senior Officials Meeting of the Programme, at which an action plan was drawn up for future activities.

(b) Strengthened partnerships and knowledge sharing among member States, civil society and other relevant development partners to address key priority areas in East and North-East Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals

512. The subregional office collaborated with member States and other non-governmental stakeholders in formulating its programme of work. The office identified many subregional development partners and it is in the process of formalizing and solidifying those partnerships. In 2011, in collaboration with other subregional offices, it strengthened contributions towards the achievement of the Millennium Development Goals through capacity-building activities. In the biennium, the office produced four issues of a newsletter focusing on Mongolia, the green economy, youth participation and regional environmental cooperation. In August 2011, 68 participants from youth organizations in the subregion attended a meeting to exchange best practices in youth participation in policymaking. One of the outcome documents of the meeting, the North-East Asia Youth Statement, has

been submitted to the secretariat of the United Nations Conference on Sustainable Development as an input to the global compilation document.

Component 3
Subregional activities for development in North and Central Asia

(a) Enhanced capacity of ESCAP member States to formulate and implement economic and social development policies and programmes, including those with a gender dimension, to address key priority areas in North and Central Asia

513. The ad hoc intergovernmental meeting on the new ESCAP subregional offices recommended the North and Central Asia office assist member States in the following priority areas of transport and trade facilitation and water, energy and the environment. That recommendation was endorsed by the Commission at its sixty-sixth session. At its sixty-seventh session, the Commission noted the progress achieved in opening the office, including the recent signing of the host country agreement between the United Nations and the Government of Kazakhstan, the selection of staff members and the renovation of the office building.

(b) Strengthened partnerships and knowledge sharing among member States, civil society and other relevant development partners to address key priority areas in North and Central Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals

514. The 2010 United Nations Special Programme for the Economies of Central Asia Economic Forum "Strengthening regional cooperation in Central Asia: a contribution to long-term stability and sustainable development of Afghanistan" was an important milestone in promoting peace and economic development in Afghanistan in the context of subregional cooperation. Participants at the Forum agreed to explore opportunities for strengthening economic cooperation in Central Asia in three closely interlinked areas: trade and investment, infrastructure development, and joint and mutually beneficial management of shared resources. The 2011 Economic Forum, "Twenty years of regional economic cooperation and integration in Central Asia: successes, challenges and prospects", offered an opportunity to take stock of the economic and social progress achieved during the past two decades and highlighted possibilities for pragmatic steps to further strengthen the institutional and legal basis for regional economic cooperation and integration.

Component 4
Subregional activities for development in South and South-West Asia

(a) Enhanced capacity of ESCAP member States to formulate and implement economic and social development policies and programmes, including those with a gender dimension, to address key priority areas in South and South-West Asia

515. At its sixty-sixth session, the Commission endorsed the following priority areas of work for the new South and South-West Asia office: (a) bridging gaps in the Millennium Development Goals (poverty and related areas); (b) infrastructure development with a focus on transport, trade and transport facilitation, including connectivity; (c) disaster risk reduction, including droughts and earthquakes; and (d) energy and food security.

(b) Strengthened partnerships and knowledge sharing among member States, civil society and other relevant development partners in addressing key priority areas in South and South-West Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals

516. The new South and South-West Asia subregional office facilitated policy dialogues on inclusive and pro-poor macroeconomic policies throughout the subregion. Partnerships and linkages were developed with civil society think tanks, including the South Asia Centre for Policy Studies in Kathmandu, the Centre for WTO Studies at the Indian Institute of Foreign Trade and the Centre for Policy Dialogue in Dhaka. Partnerships have also been established with the Ministry of Commerce and Industry and the Planning Commission of India and with the Ministry of Finance (Economic Relations Department) in Bangladesh. The office has collaborated with different partner institutions to launch the annual publication of the *Economic and Social Survey for Asia and the Pacific*. The office has also worked with a range of institutions in member States to successfully conclude the high-level policy dialogue on the development challenges facing the subregion.

Component 5
Subregional activities for development in South-East Asia

(a) Enhanced capacity of ESCAP member States to formulate and implement economic and social development policies and programmes, including those with a gender dimension, to address key priority areas in South-East Asia

517. ESCAP collaborated with ASEAN in promoting public-private partnerships as a viable mechanism to mobilize resources for the development and operation of infrastructure facilities and services in the areas of institutional development, governmental capacity-building, streamlining of administrative processes and financing and approval of new projects. During the biennium, policy frameworks for public-private partnerships were formulated in Indonesia and the Philippines. ESCAP also supported the ASEAN least developed countries, Cambodia, the Lao People's Democratic Republic and Myanmar, through its special programmes on countries with special needs, as well as private sector development in Cambodia, the Lao People's Democratic Republic, Myanmar and Viet Nam. The aim is to draw these countries into the ongoing regional integration process and associate them with the economic and social dynamism of the region.

(b) Strengthened partnerships and knowledge sharing among member States, civil society and other relevant development partners in addressing key priority areas in South-East Asia in support of the achievement of the internationally agreed development goals, including the Millennium Development Goals

518. The tripartite partnership between ESCAP, UNDP and the Asian Development Bank contributed to the Millennium Development Goals agenda of ASEAN member States. During the biennium, ESCAP organized a subregional workshop for the least developed countries in achieving the Millennium Development Goals as part of the implementation of the Istanbul Programme of Action. In addition, the Regional Integrated Multi-hazard Early Warning System for Africa and Asia provided the architecture for an end-to-end multi-hazard framework, with regional, national and local elements for tsunamis, cyclones and other hazards. ESCAP supported those efforts through the ESCAP Trust Fund for Tsunami, Disaster and Climate

Preparedness which was established in 2005. Recently, early warning products developed by the system were used in the Philippines and Myanmar, demonstrating how regional cooperation networking can lead to cost-effective solutions for all participating countries.

Section 19
Economic development in Europe

Highlights of programme results

The Seventh Ministerial Conference "Environment for Europe", held from 21 to 23 September 2011 in Astana, culminated in the adoption of a ministerial declaration entitled "Save water, grow green!" and the Astana Water Action. Those outcomes provided valuable input to the regional preparatory meeting for the United Nations Conference on Sustainable Development held on 1 December 2011 in Geneva.

The Global Trade Facilitation Conference on Single Windows and Supply Chains in the Next Decade, held on 12 and 13 December 2011 in Geneva, was attended by representatives of 51 countries on five continents. It initiated a road map for enhanced single windows and information exchange in global supply chains.

A new activity to promote innovative, knowledge-based development in the region was initiated with the first innovation performance review of Belarus. The launch of the Public-Private Partnership Initiative, including the development of the toolkit on public-private partnerships and the establishment of the International Centre of Excellence on Public-Private Partnerships, was yet another achievement.

Six international legal instruments were brought into line with the United Nations Recommendations on the Transport of Dangerous Goods, and 228 amendments to vehicle regulations were updated in the light of the latest requirements in the area of vehicle safety and environmental performance. Agreement was reached on the development of the first-ever unified railway legal instrument for the pan-European region.

Challenges and lessons learned

While demand for ECE technical cooperation services has been increasing, extrabudgetary resources declined in 2010-2011 and the regular budget has not been growing over the past few years. The recent restructuring of ECE to reduce costs and strengthen coherence does not seem sufficient. The prioritization of work on the basis of the long-term strategic vision is required. To this end, the Executive Committee is currently undertaking a review of the implementation of the 2005 ECE reform and the mandates of subsidiary bodies. The review will be completed in the last quarter of 2012, and its outcomes will be reflected in the strategic framework and the programme budget for the biennium 2014-2015.

Output implementation rate

519. The above-cited results are based on the implementation of 93 per cent of 2,976 mandated, quantifiable outputs.

520. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 19)).

Executive direction and management

(a) Programme of work is effectively managed

521. Under the programme, a 93 per cent implementation rate for outputs and services was achieved, slightly below the target of 95 per cent. The merger of the Technical Cooperation Unit and the Programme Planning, Monitoring and Evaluation Unit in a new Programme Management Unit and the establishment of the Development Policies and Cross-Sectoral Coordination Unit in the Office of the Executive Secretary led to more effective programme management at ECE. Business processes were further streamlined through the biannualization of the work programmes of the sectoral committees and their harmonization with the biannual programme performance assessments. The adoption of the accountability framework, the internal human resources policy and the guide on the establishment of extrabudgetary posts by ECE has contributed to increased performance and the more efficient use of human and financial resources.

(b) Timely recruitment and placement of staff

522. The average number of days for which a post remained vacant in 2010-2011 was 245. The target of 180 days was not achieved owing mainly due to the ongoing human resources reform, as well as to setbacks and technical problems with Inspira.

(c) Improved geographical representation and gender balance of staff

523. ECE nearly met the target for geographical representation (19 per cent of staff recruited from unrepresented and underrepresented member States; the rate achieved was 18 per cent) and exceeded the target for gender balance (37 per cent of women in the Professional and higher categories for appointments of one year or more; the rate achieved was 43 per cent).

(d) Enhanced coherence and cooperation between ECE and other regional entities, including the regional commissions

524. In 2010, the Regional Coordination Mechanism organized a regional meeting in preparation for the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals and prepared an inter-agency report entitled "The MDGs in Europe and Central Asia: achievements, challenges and the way forward". In collaboration with the Regional Directors' Team, it also organized a regional conference on the Millennium Development Goals, held in Istanbul, and a side event on efforts to achieve the Goals in Europe and the Commonwealth of Independent States, held in New York during the High-level Plenary Meeting. In addition, the Mechanism prepared an inter-agency report entitled "From transition to transformation: sustainable and inclusive development in Europe and Central Asia" and held a regional meeting in preparation for the United Nations Conference on

Sustainable Development. Policy coordination in the field of social and economic issues was pursued through the participation of ECE in the work of the Executive Committee on Economic and Social Affairs, and through consultations with other regional commissions. ECE also led inter-agency cooperation activities related to trade issues, in particular the Aid for Trade Road Map for the United Nations Programme for the Economics of Central Asia and the single window.

(e) Better awareness of the work of ECE and access to information thereon, by ECE member States and other stakeholders

525. Some 75 million page views of the ECE website were recorded during the biennium. The content on the website was expanded and made available in the three official languages of ECE. ECE implemented a web content management system that led to the harmonization and simplification of the management of its content. ECE also opened channels on the most popular social networks: Facebook, YouTube and Twitter.

Subprogramme 1
Environment

(a) Strengthened national capacity for environmental monitoring and assessment systems in countries of Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe

526. Five new countries published environmental indicators in statistical yearbooks and environmental statistical compendiums, bringing to 11 the total number of countries publishing environmental indicators. Significant achievements were demonstrated in this area by nine countries: Azerbaijan, Belarus, Georgia, Montenegro, the Russian Federation, Serbia, the former Yugoslav Republic of Macedonia, Ukraine and Uzbekistan. In particular, Azerbaijan started radiological monitoring at its borders. Belarus and Uzbekistan approved programmes to improve monitoring during the period 2011-2015. Georgia started biological monitoring in surface waters and the monitoring of soil pollution with heavy metals. The former Yugoslav Republic of Macedonia adopted a decree on the establishment of a State environmental monitoring network. Montenegro installed three automated air quality monitoring stations. The Russian Federation implemented an integrated environmental monitoring system in the Sochi region. Serbia enlarged and improved its air quality monitoring network. Ukraine implemented an automated air quality monitoring network in the Donetsk oblast.

(b) Strengthened implementation of ECE regional environmental commitments by member States

527. Progress in the implementation of the five environmental agreements is demonstrated by the fact that 189 national implementation reports were received from member States, reflecting an increase from the 140 received in 2009 to a total of 329 received by the end of the biennium. Specifically, the secretariat received 41 reports on the implementation of the Convention on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters; 25 on the Protocol on Water and Health to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes; 42 on the Convention on Environmental Impact Assessment in a Transboundary Context; 41 on the

Convention on the Transboundary Effects of Industrial Accidents; and 40 on the Convention on Long-Range Transboundary Air Pollution.

(c) Improved environmental performance in countries with economies in transition

528. The second environmental performance reviews of Azerbaijan, Bosnia and Herzegovina, Georgia, Tajikistan and the former Yugoslav Republic of Macedonia confirmed improved environmental performance on the part of those countries. Since its first review, Azerbaijan had fully or partially implemented 73 per cent of the 59 recommendations made, Bosnia and Herzegovina 70 per cent of 53 recommendations, Georgia 55 per cent of 62 recommendations, Tajikistan 65 per cent of 54 recommendations, and the former Yugoslav Republic of Macedonia 88 per cent of 64 recommendations. The second reviews also revealed a number of obstacles and challenges faced by countries, including lack of political will and financial resources and frequent changes to institutional frameworks or governmental policy. The implementation rate was higher for those recommendations directly addressed to the authorities responsible for the environment than for those shared with or addressed to other decision makers.

Subprogramme 2
Transport

(a) Strengthened legal and regulatory framework for international land transport covering road, rail, inland waterway and intermodal transport modes, as well as infrastructure and services, and border crossing facilitation, transport of dangerous goods, vehicle construction and other transport issues

529. The proportion of legal instruments on transport in force relative to the agreed ECE legal instruments on transport was 86 per cent, slightly lower than the target of 87 per cent. The Protocol on Combined Transport on Inland Waterways to the European Agreement on Important International Combined Transport Lines and Related Installations, an additional Protocol to the Convention on the Contract for the International Carriage of Goods by Road, and an annex to the International Convention on the Harmonization of Frontier Control of Goods entered into force. Six international legal instruments were brought into line with the revised sixteenth edition of the United Nations Recommendations on the Transport of Dangerous Goods: Model Regulations. The World Forum for Harmonization of Vehicle Regulations updated 228 amendments to vehicle regulations. Proposals were developed for amendments to the European Agreement concerning the Work of Crews of Vehicles Engaged in International Road Transport, and to the European Agreement on Main International Traffic Arteries.

(b) Improved law enforcement and increased implementation of the ECE legal instruments and recommendations on transport

530. As a result of the support provided by ECE to member States, legal instruments and ECE recommendations on transport were introduced in national legislation in three member States (Azerbaijan, Bosnia and Herzegovina and Serbia). Thirty-three member States, as well as Nigeria and the Islamic Republic of Iran, became contracting parties to 17 transport agreements, conventions and protocols in 2010-2011. By 31 December 2011, the ECE transport legal instruments had 1,676 contracting parties, well above the target of 1,640. However, the target of

eight implementation monitoring mechanisms was not achieved, owing to a lack of relevant provisions in certain legal instruments, coupled with a lack of Secretariat resources to support contracting parties in establishing such mechanisms.

(c) *Enhanced national capacity for the development of pan-European and transcontinental transport infrastructure, in particular in Eastern and South-Eastern European countries, as well as in South Caucasian and Central Asian countries*

531. With the addition of Ukraine to the European Agreement on Main Inland Waterways of International Importance in 2010, the number of contracting parties to the four key transport infrastructure agreements of ECE reached 113. An increased number of countries participated in subregional transport infrastructure projects: 27 countries, including 5 non-ECE nations (Afghanistan, China, Iran (Islamic Republic of), Mongolia and Pakistan), in the Euro-Asian Transport Links project and 25 in the ECE Trans-European Motorway and Trans-European Railway projects. Those projects have enhanced the national potential for financing and improving transport infrastructures in the ECE region. The Trans-European Motorway and Trans-European Railway master plan was completed in 2011, concluding a three-year collaboration in this area between ECE and member States. Phase II of the Euro-Asian Transport Links project attracted 27 countries, reflecting an increase of 9 countries compared with phase I. The final report on phase II of the Links project was prepared.

(d) *Enhanced trade and transport facilitation with special attention to landlocked transition economies and their transit neighbours as a result of the extended implementation of the Customs Convention on the International Transport of Goods under Cover of TIR Carnets (TIR Convention)*

532. ECE continued its advocacy with regard to the advantages and benefits of accession to the Customs Convention on the International Transport of Goods under Cover of TIR[21] Carnets (TIR Convention) and to the International Convention on the Harmonization of Frontier Control of Goods. To further strengthen the TIR Convention, the contracting parties and ECE initiated a strategic review of the TIR system and developed a new annex to the Convention. A new agreement for cooperation between ECE and the International Road Union, signed in 2010, will contribute to further collaboration on the practical implementation of the Convention. Secretariat efforts on capacity-building and awareness-raising activities with respect to the International Convention on the Harmonization of Frontier Control of Goods resulted in the accession of the Islamic Republic of Iran, bringing to 55 the total number of contracting parties.

Subprogramme 3
Statistics

(a) *Streamlined activity patterns of statistical work between international organizations through elimination of overlaps and gaps*

533. ECE undertook an in-depth review of international statistical work in six areas: measuring the information society, global manufacturing, improving

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[21] Transport international routier.

household surveys, time use surveys, education statistics and the use of new data sources. It also improved inter-agency coordination in order to eliminate overlaps and gaps in statistical activities in the ECE region. Thus, 26 international organizations voluntarily provided information to the ECE Database on International Statistical Activities, and six United Nations city groups and inter-secretariat working groups, as well as the global Partnership in Statistics for Development in the 21st Century, reported on their activities. The classification system used for the ECE database was recently adopted by the international consortium on Statistical Data and Metadata Exchange and the global inventory of statistical standards maintained by the United Nations Statistics Division.

(b) Increased timeliness, comparability, completeness and reliability of macroeconomic, social and demographic statistics, in particular about the less advanced countries of the region

534. Progress was made in the availability of high-quality macroeconomic, social and demographic statistics in the ECE statistical database. A Millennium Development Goals dataset covering the less advanced countries in the ECE region was added to the database. The timeliness, completeness, reliability and comparability of the dataset were improved. The percentage of database cells filled with good-quality data was 63 per cent, compared with 68 per cent in 2008-2009, as fewer historical data were available for new indicators. The user satisfaction remained constant, with an online survey confirming that 81 per cent of users considered the quality of data to be excellent or good. Data downloads in 2010-2011 were 26 per cent higher compared with the previous biennium. ECE automated data-collection processes, which increased the timeliness and reliability of data, and released a new web interface reflecting improved functionality and visualization tools.

(c) Enhanced set of internationally recommended standards and practices to ensure comparable statistics

535. ECE coordinated the drafting of, and substantively contributed to, 17 publications containing recommendations for good practices to ensure the comparability of statistics. Five major statistical recommendations addressed gender statistics, measuring emerging forms of households, the quality of employment, the impact of globalization, and household income. Written consultations, each attracting replies from 30 to 44 countries and international organizations, indicated strong support for the pioneering work and highlighted the usefulness of the recommendations. ECE also contributed to the development of recommendations, including with respect to residential property prices, by other statistical agencies and coordinated the drafting of guidelines on measuring violence against women, statistical data and metadata exchange, migration and seasonal adjustment. ECE worked to find additional standards and practices in 27 of the 55 statistical areas of the Classification of Statistical Activities specified by Member States, leading to the partial translation of several guidelines by other organizations for use outside the ECE region.

(d) Progress in implementation of international standards and good practices by statistical systems, in particular in less developed countries of the region

536. ECE conducted 22 training workshops and a number of advisory missions to improve statistics in the less developed countries of the region. The progress made in implementing international standards and complying with the Fundamental Principles of Official Statistics is analysed through global assessments of national statistical systems. ECE, with the Statistical Office of the European Communities and the European Free Trade Association, carried out global assessments of national statistical systems at the request of Armenia, Azerbaijan, Kyrgyzstan and Ukraine. As a result of assessments, a number of mutually agreed recommendations were identified and included in national action plans. The usefulness of the assessments is shown by the fact that four other countries (Belarus, Georgia, the Republic of Moldova and Tajikistan) requested such an assessment in 2012. During the biennium, 37 recommendations were implemented by the countries of the region, which contributed to their increased compliance with international standards and good practices.

Subprogramme 4
Economic cooperation and integration

(a) Increased knowledge of good practices and policies on financial and regulatory environment conducive to economic growth, innovative development and higher competitiveness of enterprises and economic activities leading to the formulation of related ECE policy recommendations

537. Nine sets of policy recommendations were prepared and disseminated on the following topics: promoting innovation in the services sector; addressing financial and entrepreneurial challenges in high-growth innovative firms; managing intellectual property in open innovation; promoting innovation-driven start-ups and academic spin-offs; fostering the financing of clean technologies; raising awareness regarding the role of intellectual property in innovation and the dangers and economic costs of the infringement of intellectual property rights; promoting eco-innovation; and improving innovation. They resulted from the exchange of good practices and policy experience among member States and leading national and international experts from the public and private sectors. A platform for dialogue was provided through a series of sessions and conferences of the Committee on Economic Cooperation and Integration and its subsidiary bodies: the Teams of Specialists on Innovation and Competitiveness Policies, on Intellectual Property and on Public-Private Partnerships.

(b) Enhanced implementation of the aforementioned ECE policy recommendations

538. Surveys conducted by ECE indicated that in 15 practical steps, Governments were implementing policy recommendations on innovation and competitiveness policies, intellectual property, the financing of innovative development or entrepreneurship and enterprise development by having incorporated them into national legislation or proposed drafts thereof, including in Albania, Bosnia and Herzegovina, Kyrgyzstan, Montenegro, the Republic of Moldova, the Russian Federation, Tajikistan and Ukraine. In addition, the policy recommendations adopted at the international conference entitled "From applied research to entrepreneurship: promoting innovation-driven start-ups and academic spin-offs"

were discussed by the Government of Ukraine at the Cabinet level. Moreover, the Government of Belarus endorsed the policy recommendations contained in its innovation performance review. A follow-up mission to assist the country in their implementation was also organized. The Government of Kazakhstan accepted the recommendations contained in its innovation performance review and invited the Committee to assist it in their implementation.

(c) Strengthened national capacity in countries with economies in transition to promote the good practices and implement the aforementioned ECE policy recommendations

539. During the biennium, more than 30 demand-driven capacity-building events were organized in member States under the auspices of the Committee on Economic Cooperation and Integration and its subsidiary bodies, in close cooperation with national Government partners and other international organizations, including within the framework of the United Nations Special Programme for the Economies of Central Asia, the Special Programme's Project Working Group on Knowledge-based Development and the Public-Private Partnership Initiative. According to the Committee's survey, 25 countries used or adapted materials, in particular the toolkit on public-private partnerships provided by the Committee, for their own national training/capacity-building activities in the following thematic areas: innovation and competitiveness policies, intellectual property rights, public-private partnerships, the financing of innovative development or entrepreneurship and enterprise development.

Subprogramme 5
Sustainable energy

(a) Progress towards sustainable energy development, in particular cleaner energy production, energy security and diversification of energy sources

540. The Committee on Sustainable Energy provided a policy forum on affordable and sustainable energy for 35 countries and 17 intergovernmental and non-governmental organizations. It also explored how energy and climate policies and investments could allow for a sustainable energy future, in particular in the ECE region. Annual surveys indicated that more than 72 per cent of respondents had benefited from policy dialogue and found the analyses and material produced by the Committee to be useful or very useful for decision-making. More than 80 per cent of those respondents indicated that they were decision makers or advisers to decision makers.

(b) Progress in addressing energy conservation and efficiency issues across the ECE region, especially those leading to a reduction in energy-related environmental impacts, including progress in the formation of energy efficiency markets in economies in transition

541. As part of the Energy Efficiency 21 subproject on the financing of energy efficiency investments for climate change mitigation, a regional analysis was conducted under the subprogramme in order to identify policy reforms to promote energy efficiency and renewable energy investments. In addition, a network of national institutions participating in the project and local experts was established and the foundation laid for a dedicated public-private partnership investment fund.

ECE also held expert workshops in Kazakhstan, the Russian Federation, Tajikistan, the former Yugoslav Republic of Macedonia and Ukraine to facilitate the sharing of best practices and lessons learned with regard to enhancing national policies and legislation. Those events helped to overcome identified institutional and financial barriers and led to the development of energy efficiency and renewable energy projects in several countries.

(c) *Further extension and implementation of ECE recommendations/guidelines and instruments for sustainable energy development, in particular, the extension and implementation of the United Nations Framework Classification for Fossil Energy and Mineral Resources*

542. During the biennium, the United Nations Framework Classification for Fossil Energy and Mineral Resources 2009 was issued as an ECE Energy Series publication in all United Nations languages and disseminated both in print form and electronically. The increasing number of both ECE and non-ECE member States that attended the annual meetings of the Expert Group on Resource Classification and the workshops on the Framework Classification is an indication of the growing interest in applying or mapping to the Framework Classification. During the biennium, 12 countries indicated interest in applying or mapping to the Framework Classification and eight professional organizations and international standard-setting organizations supported its further development and implementation. To facilitate the development of the specifications for the Framework Classification, a unique survey of stakeholders, including Governments, private sector entities, international energy planners and those involved in financial reporting, provided feedback on their further needs in applying the classification to ensure an appropriate level of consistency.

(d) *Progress in implementation of projects in support of sustainable energy development*

543. ECE organized several meetings that brought together representatives of local authorities, institutions and private gas companies to explore the implementation of the approaches developed under the ECE Blue Corridor project study. The study offers several liquefied natural gas refuelling possibilities for heavy vehicles with a full guarantee of fuel availability. In 2009, approximately 80,000 compressed natural gas vehicles travelled along the Blue Corridor, serviced by 800 filling stations. The volume of diesel fuel replaced by natural gas across Europe as a result of the Blue Corridor project was estimated to be 180,000 tons in 2010-2011. The work has also raised public awareness regarding the potential of reducing greenhouse gas emissions and environmental pollution.

Subprogramme 6
Trade

(a) *Adoption by member States of ECE recommendations, norms, standards, guidelines and tools for trade facilitation, electronic business, regulatory cooperation and agricultural produce*

544. ECE enhanced trade cooperation through the development of guidance and standards in four core areas. With respect to trade facilitation and electronic business, 14 new or updated standards were completed. The published ECE Cross

Industry Invoice formed the basis for the European Union's core invoice implementation guidelines (2011). Two recommendations were adopted in support of the implementation of the international trade single window. Efforts to stimulate regulatory cooperation resulted in the adoption of three recommendations to improve risk management in regulatory systems and enhance crisis preparedness. An online searchable database of market surveillance authorities, a sector-specific common regulatory framework for high-risk products and a trilingual glossary of market surveillance terms were also launched. In response to changes in production and trading practices, ECE adopted 67 new or revised quality standards for agricultural produce, meeting the needs with respect to the European Commission's new regulations on the common organization of the market in fresh fruit and vegetables on the basis of ECE standards.

(b) Increased implementation of ECE recommendations, norms, standards, guidelines and tools for trade facilitation, electronic business, regulatory cooperation and agricultural produce

545. The implementation of trade facilitation and electronic business standards and recommendations has increased. According to the World Bank report *Doing Business 2012: Doing Business in a More Transparent World*, the single-window recommendation of the United Nations Centre for Trade Facilitation and Electronic Business was implemented by 49 countries. Enhanced implementation is also reflected by the proxy indicator of downloads of the relevant material. In the area of regulatory cooperation, several countries, including members of the Customs Union of Belarus, Kazakhstan and the Russian Federation, used ECE recommendations as a basis for legislative convergence on technical regulations. Training activities played an important role in the implementation of internationally agreed trade standards. Thus, worldwide demand-driven capacity-building and training activities carried out by ECE (16 workshops, with 863 participants), including a pilot project in the Russian Federation on seed potatoes, contributed to the creation and/or modernization of legal and technical infrastructures for the implementation of standards,.

Subprogramme 7
Timber and forestry

(a) Increased understanding, based on better monitoring of sustainable forest management, encompassing: (i) policies and institutions; (ii) forest resources; (iii) sound use of wood, for material and energy purposes, in domestic and export markets; and (iv) the outlook for the sector in a broader, cross-sectoral context

546. Quantitative data on forest resources and qualitative data on policies and institutions have improved in terms of both depth and geographical scope, with 40 countries participating in qualitative and/or quantitative reporting. A significant increase in the data collected resulted in 38,000 quantitative data points covering 80 per cent of participating countries, compared with the 26,000 gathered previously. These data were used in numerous publications and databases, in particular the report *State of Europe's Forests 2011* and the *European Forest Sector Outlook Study II, 2010-2030*. More than 40 countries continued to provide data, which contributed to the preparation of the annual forest market review report. Other data-collection processes, such as the Joint Wood Energy Enquiry, led to

collaboration on statistical activities between the energy and forest sectors. Of the participants surveyed, 77 per cent regarded the forums workshops, in particular their responsiveness to emerging issues in this sector, as useful.

(b) Increased capacity of countries of Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe to achieve sustainable forest management at the national level

547. Activities under the ECE timber and forestry programme helped to advance the development of national forest programmes of countries in the Caucasus, Central Asia and South-eastern Europe. A survey of participants revealed that 77 per cent found capacity-building workshops organized by the programme to be useful, in particular in such areas as forest product markets, forest resource reporting and forest policy. The capacity-building workshops facilitated the exchange of best practices and experience on forest policy formulation, institutional reform, market information systems, wood energy policy and climate change mitigation and adaptation. They brought together countries facing similar challenges and helped to promote policy dialogue and strengthen regional or subregional cooperation.

Subprogramme 8
Housing, land management and population

(a) Improved capacity for policy formulation and implementation in housing, planning and land administration in the countries of Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe

548. The survey of member States showed that ECE guidelines and recommendations have played a major role when they have prepared national legislation on housing, land use and land administration. A total of five countries used the recommendations contained in ECE country profiles on the housing sector aimed at improving their national policies and legislation in this area. These have included amendments to housing codes to improve energy efficiency in buildings and reduce energy use in the construction sector (Azerbaijan), provisions to legalize informal buildings (Georgia), simplified procedures for housing property registration (Kyrgyzstan), harmonized land management policies and policies on territorial development and the rehabilitation of multistorey apartment buildings (Republic of Moldova) and the adoption of codes to make housing more affordable through savings schemes and to facilitate easier access to mortgages and low-interest credit (Belarus).

(b) Strengthened implementation by countries of ECE guidelines on social housing, land administration, housing management and finance

549. Capacity-building workshops and the dissemination of ECE policy guidelines contributed to increased knowledge and improved implementation by member States of sustainable policies in the areas of housing finance, social housing, transparent land administration and housing property registration. National housing-related policies and legislation in three countries were improved, and an additional three programmes were initiated. These were focused on the provision of affordable housing, the management of existing housing stock, improved energy efficiency in buildings and reduced energy use in the construction sector to green the economy and address the challenge of climate change. The number of countries utilizing ECE

recommendations increased from 15 to 19. All of the Governments concerned reported as planned on adopted programmes, legislation and reforms to improve policies and practices in the areas of housing finance, condominium management, social housing, secure database management, housing property registration and land management.

(c) Enhanced national policy formulation on population issues to meet the challenges of demographic change

550. During the biennium 2010-2011, four more ECE member States adjusted their policies or introduced new measures to contribute to the fulfilment of the commitments set out in the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing. Armenia and the Republic of Moldova prepared national action plans based on the Road Maps for Mainstreaming Ageing, developed jointly with the ECE Population Unit. The former Yugoslav Republic of Macedonia introduced a national strategy for the elderly, and the Russian Federation included ageing in its concept of demographic policy for the period leading up to 2025. The Working Group on Ageing provided a platform for all ECE member States to discuss necessary societal adjustments, good practices and means for monitoring the mainstreaming of ageing into national policy frameworks. ECE policy briefs on ageing facilitated the exchange of experiences, while the Generations and Gender Programme and its survey data broadened the evidence base for population-related policymaking.

Section 20

Economic and social development in Latin America and the Caribbean

Highlights of programme results

ECLAC continued to act as a catalyst and leader on economic, social and environmental issues, responding to the most urgent needs of the countries in the region. It contributed to policy discussion through the preparation of its report "Time for equality: closing gaps, opening trails", launched at the thirty-third session of the Commission and presented at several international forums and events. The report contains a proposal for a new road map that places equality at the centre of a development agenda based on a new balance among the State, the market and society. The thirty-third session provided strong support for the work of ECLAC through the endorsement and adoption of the proposed programme of work for 2012-2013 and the inclusion of a new subprogramme on financing for development, focused on broadening the opportunities of countries' domestic financial architecture and strengthening integration and financial cooperation at the regional level. Member States also noted with satisfaction the report on the activities of the Commission (2008-2009). Furthermore, ECLAC continued to coordinate the preparation of regional inter-agency reports on progress made with regard to the Millennium Development Goals and to convene and lead regional coordination meetings. The Commission's publications, which exceed

280 in number, include its six flagship publications,[22] which were downloaded more than 6 million times during the period.

Challenges and lessons learned

The crisis has shed light on the structural deficits hampering the development of the countries of Latin America and the Caribbean and has raised questions about their ability to address the challenges of implementing a long-term sustainable development agenda. The Commission will continue to pursue key objectives, such as promoting the implementation of internationally agreed development goals, including the Millennium Development Goals, and supporting sustainable development. ECLAC will continue to serve as a regional forum and facilitator in the building of regional consensus.

Output implementation rate

551. The above-cited results are based on the implementation of 96 per cent of 516 mandated, quantifiable outputs.

552. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 20)).

Executive direction and management

(a) Programme of work is effectively managed

553. ECLAC effectively managed its work programme: 96 per cent of the planned outputs were implemented, and only 4 per cent of the outputs were postponed or terminated. More than 80 per cent of the postponed outputs were publications in the editing or design phase that will be published early in 2012. Furthermore, 104 outputs were implemented, in addition to those planned in the biennium, in response to the requests of member States, and 100 per cent of the allotment for the biennium was spent.

(b) Timely recruitment and placement of staff

554. The average number of days for which a Professional post remained vacant in 2011 was 179, compared with the target of 120 days, which proved to be unrealistic. The achievement of this performance indicator was adversely affected by the introduction of Inspira in April 2010 and the accompanying lack of clarity in policy and procedures, lack of resources for training and delays in the release of the modules related to the new system.

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[22] *Latin America and the Caribbean in the World Economy, Foreign Investment in Latin America and the Caribbean, Economic Survey of Latin America and the Caribbean, Preliminary Overview of the Economies of Latin America and the Caribbean, Social Panorama of Latin America* and *Statistical Yearbook of Latin America and the Caribbean.*

(c) Improved geographical representation and gender balance of staff

555. Sixty per cent of the external recruitments of ECLAC during the biennium came from underrepresented countries, surpassing the target of 35 per cent, owing largely to the use of the national competitive recruitment examinations roster and recruitments from Brazil, France, Germany, Italy, Spain, the United Kingdom and the United States of America, while 35 per cent were women, compared with the target of 42 per cent. Efforts were made such as a circular sent by the Executive Secretary to all Directors on 21 June 2011 insisting on the need to include at least one female candidate in each recommended list for selection.

(d) Identification of emerging issues relevant to the region's development agenda

556. ECLAC raised emerging issues on at least eight occasions: at the thirty-third session of the Commission, held in Brazil in 2010, in the report "Time for equality: closing gaps, opening trails", which proposed a new development agenda with a prominent role for the right to equality based on seven pillars; at the Regional Conference on Women in Latin America and the Caribbean, held in Brazil in 2010, in the report "What kind of State? What kind of equality?", which addressed the issue of gender equality and its challenges; and, on innovation, competitiveness and the digital divide, at the Third Ministerial Conference on the Information Society in Latin America and the Caribbean, held in Peru in 2010, and the Sixth Ministerial Meeting of the Latin American Pacific Rim, held in Peru in 2010. ECLAC also hosted the First Meeting of the Preparatory Committee for the United Nations Conference on Sustainable Development, two subregional dialogues on the challenges and opportunities presented by food-price volatility and a high-level seminar on the role of the United Nations in global governance.

(e) Enhanced policy coherence in the management of the economic and social activities of the United Nations

557. ECLAC coordinated the preparation of the 2010 inter-agency report *Achieving the Millennium Development Goals with Equality in Latin America and the Caribbean: Progress and Challenges*, with the participation of 17 agencies, funds and programmes.[23] The report was launched at the regional preparatory meeting for the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals, held in 2010, and at the twenty-fifth policy round table of OAS. The 2010 Regional Inter-agency Coordination Meeting was also convened, having as its main topics of discussion the Millennium Development Goals, climate change, the political situation in the region and the United Nations contribution to regional cooperation. In addition, the 2011 Regional Inter-agency Coordination Meeting was convened by ECLAC, focusing on the United Nations Conference on Sustainable Development. At this meeting, agreement was reached that an inter-agency report would be produced on the progress and challenges of sustainable development in the region 20 years after the 1992 Earth Summit. ECLAC also hosted the First Meeting of the Preparatory Committee for the Conference.

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[23] OHCHR, the International Labour Organization, FAO, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Pan American Health Organization (PAHO), the World Tourism Organization, UNDP, UNEP, UNICEF, UNFPA, the World Food Programme (WFP), UN-Habitat, UNIFEM, UNAIDS, UNOPS and the Office for the Coordination of Humanitarian Affairs.

(f) Mobilization and promotion of public information on the role of ECLAC in the Latin American and Caribbean region

558. ECLAC continued to mobili[illegible] promote public information regarding the Commission's role, with more th[illegible]09 informative materials posted on the website, compared with the target of 1,350. This resulted in an increase in ECLAC coverage by the media of the region, with more than 5,057 references in the mass media, compared with the target of 4,650, and also in wide coverage by national, regional and international media outlets of the launches of the five ECLAC flagship publications (on average, more than 40 journalists have attended each launch). In addition, at least 641 exclusive interviews have been held with the Executive Secretary and other ECLAC senior officials on issues considered by the Commission. The revamping of products (such as the newsletter *ECLAC Notes*) and the creation of new products (such as corporate accounts through new social media) have also helped to increase the dissemination of public information and the utilization of social media.[24]

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

(a) Improved capacity of member States to participate effectively in global and regional trade flows and value chains by formulating and implementing trade policies and export development strategies

559. At least eight countries[25] adopted trade policies and export development strategies in line with ECLAC recommendations, surpassing the target for the biennium. The work carried out under the subprogramme was widely recognized by stakeholders, as evidenced by the impressive increase in the number of downloads of its documents as well as by the invitations received by staff, who participated in 68 events to disseminate the results of their research. The number of downloads of documents relating to the subprogramme reached 2.4 million, an increase of 60 per cent compared with the previous biennium. The subprogramme continued to result in studies that support the countries of the region in their quest for a stronger position in the global economy, such as the documents concerning the relations of the region with China, the United States and the European Union, which received important press coverage.

(b) Strengthened capacity of stakeholders in ECLAC member countries for negotiating and managing trade agreements at the subregional, regional and multilateral levels and assessing the impact of trade policy on other areas of development, including the impact of trade on poverty

560. During the biennium, the subprogramme continued to be a catalyst for capacity-building for regional stakeholders in relation to their trade policy needs and economic development. Eight countries adopted policies, mechanisms and measures in line with ECLAC recommendations[26] concerning the negotiation and

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[24] As at 31 December, ECLAC had 5,418 followers on Twitter Spanish, 263 followers on Twitter English, 4,307 followers on Facebook Spanish and 231 followers on Facebook English. On YouTube, ECLAC videos received 17,692 views.

[25] Chile, China, Colombia, Costa Rica, Germany, Mexico, Peru and the Republic of Korea.

[26] Letters of appreciation were received from Chile, China, Colombia, Costa Rica, Germany, Mexico, Peru and the Republic of Korea.

management of trade agreements and their impacts on other areas of development. Overall satisfaction on the part of the main beneficiaries of technical cooperation activities carried out under the subprogramme — who evaluated them as useful or very useful for the negotiation and management of trade agreements — reached 93 per cent. The subprogramme was also very successful in terms of the dissemination of related publications, given the record number of downloads of publications of the International Trade and Integration Division in general and of the flagship publication in particular.

Subprogramme 2
Production and innovation

(a) Strengthened capacity of ECLAC member States to reduce productivity gaps both within countries and between the region and the rest of the world

561. Countries in the region rely increasingly on the Commission's work aimed at policy formulation in the areas of science, technology and innovation. Five countries (Argentina, Costa Rica, Ecuador, Nicaragua and Uruguay) have adopted measures recommended by ECLAC, and 94 per cent of participants in technical cooperation activities rated such measures as useful for their work. With the assistance of ECLAC, Nicaragua adopted a national plan for science technology and innovation, while Costa Rica adopted a national policy for the agrifood sector and rural development for 2010-2021, prepared with inputs and analysis provided by ECLAC. In addition, the Third Ministerial Conference on the Information Society in Latin America and the Caribbean was well attended by representatives of both Governments and private companies. They approved the Regional Action Plan eLAC2015, and ECLAC was mandated to support Governments in creating and operating a Regional Observatory of Broadband Connectivity, whose membership increased from 6 to 10 countries[27] in 2011.

(b) Strengthened capacity of ECLAC stakeholders to formulate policies and strategies to enhance the competitiveness of their production structures

562. The Commission's work in the areas of foreign direct investment and agriculture continued to serve as a reference for policymakers. The number of downloads of the flagship publication (700,000) doubled the target set for the biennium, while the number of ECLAC stakeholders taking action in line with ECLAC recommendations met the target. The Governments of Argentina, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru and Uruguay agreed to implement a series of measures to extend broadband access in the region, including setting up information exchange points, incorporating optical fibre into future infrastructure developments and promoting the construction of submarine cables. Those measures followed a process of regional dialogue on broadband access, steered by a management school on science, technology and innovation policies and organized by ECLAC. Under the subprogramme, the design of a strategic industrial plan 2020 for Argentina was supported with an analysis of value chains in 10 industrial sectors.

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[27] Argentina, Brazil, Bolivia (Plurinational State of), Chile, Colombia, Costa Rica, Ecuador, Paraguay, Peru and Uruguay.

Subprogramme 3
Macroeconomic policies and growth

(a) Increased capacity of policymakers and other stakeholders of Latin America and the Caribbean to design and implement consistent short-term macroeconomic policies within a long-term growth-enhancing framework

563. The number of countries taking policy actions in line with ECLAC recommendations in the area of short-term macroeconomic policies reached seven, as shown in the results of an online survey completed by beneficiaries who had downloaded the *Economic Survey of Latin America and the Caribbean 2009-2010*. Government officials from seven countries stated that they had used that publication as a reference framework for policy analysis. This represents 70 per cent of the target of 10 countries established for the biennium.[28] In addition, the total of 2,450,533 downloads illustrates the reach and dissemination of the subprogramme's flagship publication. It is important to note that the policy recommendations derived from the *Economic Survey* and the *Preliminary Overview of the Economies of Latin America and the Caribbean*[29] — particularly its special subject chapter — have been instrumental in shaping short-term macroeconomic policy in some countries of Latin America.

(b) Strengthened capacity of Latin American and Caribbean policymakers and other stakeholders to design and implement policies and instruments to foster long-term growth and facilitate macroeconomic integration

564. Seven countries[30] took actions to foster long-term growth and facilitate macroeconomic integration in line with ECLAC recommendations related to policies for income distribution and labour markets. Those actions are having an impact in the region. The number of participants in networks organized under the subprogramme that considered the work of the forums and their policy recommendations to be useful or very useful for long-term growth and macroeconomic integration reached 97.2 per cent, well above the target of 80 per cent. Policy recommendations derived from a meeting on the distributive impact of public policy have been instrumental in shaping macroeconomic policy that fosters long-term growth, as shown in the results of the survey conducted and subsequent organization of a series of conferences as a result of this meeting, with wide participation by policymakers.

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[28] It should be taken into account that this was the first time that the indicator had been used and that the collection methodologies are still being tested.

[29] The two flagship publications of the subprogramme.

[30] Colombia, the Dominican Republic, El Salvador, Nicaragua, Paraguay, Peru and Uruguay.

Subprogramme 4
Social development and equity

(a) Increased capacity of Governments and other stakeholders to address the structural and emerging social risks affecting various socioeconomic groups

565. Ten countries[31] adopted ECLAC parameters for the measurement of social expenditure. To strengthen the transmission of knowledge and access to socioeconomic information, an online database on conditional cash transfer programmes was launched, providing updated statistics on 40 programmes carried out in 20 countries of the region. The transmission of knowledge on social policies through the virtual network LACSIN has been increased and is becoming an important instrument for the discussion of social policies. For example, by 20 September 2011 the total of registered participants in the RISALC network had reached 2,150, representing an 8.81 per cent increase in slightly more than three months (at 16 May 2011, the number of registrations had totalled 1,976). In the area of social innovation, encounters were conducted in three countries of the region, while the *Social Panorama of Latin America* was downloaded 968,989 times, greatly exceeding the target of 200,000 downloads.

(b) Strengthened capacity of Governments to enhance social policy institutions and develop policy tools to maximize social impact, particularly with a view to reducing poverty and inequality

566. A total of 13 countries (8 per cent over the target) adopted new institutional social frameworks combining market, State and family policies. Specifically, Uruguay adopted the ECLAC guiding principles for the development of a national care system, while Argentina, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Peru and Venezuela (Bolivarian Republic of) carried out studies on the costs of reaching 2021 education goals using the methodology developed by ECLAC. Instrumental to the success achieved in these areas was inter-agency and interdivisional work. The cumulative average for surveys conducted in Bolivia (Plurinational State of), El Salvador, Paraguay and Peru reveals that 97.8 per cent of beneficiaries consider the technical assistance provided to be useful or very useful.

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[31] Five countries (Bolivia (Plurinational State of), Ecuador, El Salvador, Paraguay and Peru) adopted parameters for Millennium Development Goals and social expenditure analysis of policies and/or expressed interest in ECLAC recommendations regarding social protection policies. In addition, five countries (Brazil, Colombia, Costa Rica, Guatemala and Haiti) have replicated or are in the process of replicating selected projects that won the social innovation contest implemented by ECLAC with the support of the W. K. Kellogg Foundation.

Subprogramme 5
Mainstreaming the gender perspective in regional development

(a) Progress in adopting a gender perspective by countries of the region to follow up on all internationally agreed development goals contained in the United Nations major conferences and summits in the economic and social fields, including those set forth in the Millennium Declaration, the 2005 World Summit Outcome, the Convention on the Elimination of All Forms of Discrimination against Women and the relevant regional consensus

567. The production of indicators has been a priority for many countries in the region, with varied levels of progress having been made. Since the beginning of the biennium 2010-2011, 12 countries[32] have integrated additional indicators proposed by ECLAC into their databases or into official documents and 6 countries[33] have adopted legislation either to establish new indicators or as a result of their use, surpassing the 4-country target set for the biennium. The eleventh session of the Regional Conference on Women in Latin America and the Caribbean, which saw the participation of 31 ECLAC member States, 16 agencies and funds of the United Nations and 10 intergovernmental and governmental organizations, resulted in the unanimous adoption of the Brasilia Consensus. Since the beginning of 2010, the number of users of the Gender Equality Observatory of Latin America and the Caribbean has tripled in comparison with 2008-2009, reaching 150,000.

(b) Progress in the implementation of the agreements reached at the tenth session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to political participation, recognition of women's unpaid work and the eradication of poverty and gender violence

568. According to the national reports received prior to the eleventh Regional Conference on Women in Latin America and the Caribbean, countries of the region have put in place 21 programmes or public policies in response to the agreements reached at the tenth session, which meets the target set for the biennium. Instrumental to this achievement has been the technical cooperation activities offered by ECLAC to nearly 61 per cent of the countries of the region.[34] In addition, key to the provision of technical assistance has been the updating and maintenance of the Gender Equality Observatory of Latin America and the Caribbean, which serves as a tool that allows for ease of access to gender-related information through a web portal available in four languages (English, French, Portuguese and Spanish). ECLAC has played a leading role in the Inter-Agency Working Group on Policy Dialogue on Women's Economic Empowerment, established by the Inter-Agency Network on Women and Gender Equality.

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[32] Argentina, Bolivia (Plurinational State of), Colombia, Ecuador, El Salvador, Guatemala, Guyana, Mexico, Paraguay, Peru, Suriname and Uruguay.

[33] Bolivia (Plurinational State of), Colombia, the Dominican Republic, Ecuador, Peru and Venezuela (Bolivarian Republic of).

[34] Chile, Colombia, Ecuador, Guatemala, Haiti, Mexico, Peru and the countries of MERCOSUR.

Subprogramme 6
Population and development

(a) *Increased capacity of ECLAC stakeholders to monitor population trends and tackle population and development issues for use in sociodemographic programming*

569. A total of 119 stakeholders generated demographic knowledge and information regarding population and development with support provided under the subprogramme, compared with a target of 50. Nine Latin American countries carried out a population and housing census during the 2010-2011 biennium with the technical cooperation of ECLAC, resulting in improved census planning and management, more precise census questionnaires and post-census evaluation activities. Five seminars were organized to facilitate the exchange of experiences and best practices among entities responsible for the census, and all 20 national offices of statistics in Latin America — and 8 in the Caribbean — enhanced their census capacities through three expert meetings and two regional courses. A total of 27 institutions produced documents on ageing and development, and 43 governmental agencies produced reports using REDATAM.[35] Databases[36] and relevant policy analysis continued to be updated for member States through the main publications relating to the subprogramme,[37] which were downloaded 3,988,615 times (216 per cent of the target).

(b) *Increased technical capacity of ECLAC member States to monitor progress in the implementation of the recommendations and goals of the Programme of Action of the International Conference on Population and Development and other international agreements related to those issues*

570. ECLAC member States have taken 64 new actions (60 per cent above the target) to achieve the goals and implement the recommendations of the Programme of Action of the International Conference on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing. These actions include legislation, policies, programmes, advocacy activities and other initiatives that have benefited from the technical advice provided under the subprogramme in such areas as childhood, adolescence and youth, ageing, care, indigenous peoples and Afro-descendants, sexual and reproductive health, internal and international migration, disability, social protection and human rights, urban development and population statistics.[38] Under the subprogramme, recommendations and guidelines continued to be provided for the design and implementation of policies in the areas of population ageing, territory and

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[35] See http://www.eclac.cl/redatam/default.asp?idioma=IN.

[36] On population issues, internal and international migration, demographic trends and projections, spatial distribution and urbanization, population and housing census, vital statistics, indigenous peoples and ageing.

[37] *Demographic Observatory*, the journal *Population Notes* and publications on issues relating to indigenous peoples, migration and ageing. For more information, see the subprogramme website: http://www.eclac.org/celade/default.asp?idioma=IN.

[38] Bolivia (Plurinational State of) and El Salvador adopted protection laws on childhood, adolescence and youth; Bolivia launched a project against the worst forms of child labour. With respect to indigenous peoples and Afro-descendants, Peru launched a health strategy and Honduras created a development secretariat. In the area of disability, Uruguay adopted a protection law and Peru formulated a labour plan.

sustainable development, intergenerational transfers and internal and international migration, and South-South cooperation was fostered.

Subprogramme 7
Planning of public administration

(a) Increased capacity and sharing of experience among ECLAC member countries to adopt new approaches and address emerging issues regarding planning and budgeting

571. The Latin American and Caribbean Institute for Economic and Social Planning strengthened the capacity of the countries of the region in the areas of planning, budgeting and local development through 21 international and 36 national courses and 44 workshops, totalling 5,000 hours of training, and through more than 4,587 trained professionals. It also provided technical cooperation services in the area of planning and budgeting, resulting in the adoption by 10 countries in the region[39] of new policies and measures in line with ECLAC recommendations, 25 per cent over the target. In addition, 91 per cent (compared with the target of 75 per cent) of the participants in the courses offered by the Institute considered the analysis and recommendations contained in selected publications of the subprogramme to be useful or very useful for their work in planning and budgeting. Furthermore, Institute publications on planning and budgeting whose contents provide relevant policy analysis and recommendations for action were downloaded 1,800,000 times, surpassing the target of 300,000.

(b) Strengthened capacity and sharing of experience among ECLAC member countries to adopt local development policies

572. The Latin American and Caribbean Institute for Economic and Social Planning strengthened the capacity of the countries of the region in the area of local development through training and technical cooperation services, with the result that eight countries[40] took action, adopted policies or carried out activities in this area, representing 67 per cent of the target. Overall satisfaction with training courses reached 90 per cent, and the stakeholders generally considered the analysis and recommendations provided by the Institute to be useful or very useful for their work in local development. Furthermore, Institute publications on local development whose contents provide relevant policy analysis and recommendations for actions were downloaded 1,301,805 times, greatly exceeding the target of 300,000 established for the biennium.

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[39] Argentina, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Mexico, Paraguay, Peru and Uruguay.

[40] Brazil, Chile, Colombia, Ecuador, El Salvador, Mexico, Nicaragua and Peru.

Subprogramme 8
Sustainable development and human settlements

(a) Increased capacity of ECLAC member countries to integrate policies and measures for sustainable development, particularly in relation to climate change and human settlements

573. At least 10 countries[41] (125 per cent of the target) benefited from the technical cooperation provided by ECLAC and adopted policies, measures or instruments in the areas of climate change, sustainable development and human settlements in line with ECLAC recommendations. Materials from seminars, workshops and research activities conducted by ECLAC were disseminated through various channels, resulting in increased knowledge and an increased number of visits to and downloads from the subprogramme website, with a monthly average of 683,208 consultations/downloads, surpassing the target of 250,000 downloads set for the biennium.

(b) Enhanced capacity of the Governments of the region and other stakeholders to follow up and make progress in the implementation of international agreements related to sustainable development and to urban development such as the Millennium Declaration, the United Nations Framework Convention on Climate Change and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean, the Regional Implementation Meeting and the Commission on Sustainable Development process

574. ECLAC has based the support that it provides to countries in the region in the implementation of international agreements on three main areas: analysis and measures to address problems, simulation of the impacts of various measures, and recommendations in terms of policy design. ECLAC has supported countries in implementing the various agreements through a series of studies on the economic impact of climate change, which have resulted in the formulation by at least three Governments of action plans on mitigation and adaptation.[42] The work in this area has been publicly acknowledged by many Presidents of countries in the region, including at the sixteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change.[43] Argentina, Chile, Colombia, Ecuador, Paraguay, Uruguay and Central American countries[44] have adopted ECLAC methodologies and are developing studies on specific sectors. Along the same lines, Chile and Colombia are applying methodological guidelines developed by ECLAC for land use planning and risk management and eco-efficient infrastructure in the context of development projects.

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[41] Argentina, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Costa Rica, El Salvador, Guatemala, Mexico and Uruguay.

[42] Chile, Costa Rica and Mexico agreed on voluntary emissions reductions.

[43] See http://www.cepal.org/cgi-bin/getProd.asp?xml=/dmaah/noticias/noticias/0/41840/P41840.xml&xsl=/dmaah/tpl/p1f.xsl&base=/dmaah/tpl/top-bottom.xsl.

[44] Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama.

Subprogramme 9
Natural resources and infrastructure

(a) Strengthened institutional capacity in the countries of the region to formulate and implement public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services

575. Under the subprogramme, the number of countries that adopted measures regarding the sustainable management of natural resources based on the recommendations of ECLAC increased to eight,[45] meeting the target set for the biennium. Instrumental to this result was the provision of technical cooperation activities and methodological guidelines to at least 10 countries[46] on, inter alia, the sustainable management of water, mining and energy resources. To date, at least three countries are evaluating the convenience of applying the recommendations and methodologies proposed by ECLAC (Guatemala, on water resources; Ecuador, on mining resources; and El Salvador, on energy resources). The satisfaction rate of participants in technical activities organized by the Natural Resources and Infrastructure Division of ECLAC was higher than expected (92 per cent), surpassing the target set for the biennium (80 per cent).

(b) Enhanced policy harmonization and coordination and sharing of best practices at the subregional and regional levels on sustainable management of natural resources and provision of public utilities and infrastructure services

576. ECLAC consolidated a process of coordinating and harmonizing policies on the sustainable management of natural resources and infrastructure at the subregional and regional levels with 24 institutions (100 per cent of the target). Noteworthy in this context were cooperation with the Energy and Mining Commission of the Latin American Parliament, the promotion of geothermal energy and energy efficiency in the Caribbean with OAS, the organization of the first regional governmental meeting on the sustainable development of lithium resources in South America with the Department of Economic and Social Affairs, collaboration on energy planning with the Bariloche Foundation and the discussion of a regional activity plan for 2011 on energy matters with the Andean Development Corporation. Also worth highlighting was a request by the Initiative for the Integration of Regional Infrastructure in South America for the development of a strategic proposal for the Union of South American Nations, resulting in the adoption of the Commission's recommendations by 10 of its 12 member States.

Subprogramme 10
Statistics and economic projections

(a) Progress in the implementation of the Strategic Plan 2005-2015 of the Statistical Conference of the Americas

577. ECLAC continued to support the improvement of basic economic statistics and technical capacities for estimating national accounts in the region, including the

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[45] Argentina, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Guatemala, Jamaica and Peru.

[46] Argentina, Chile, Colombia, Ecuador, El Salvador, Guatemala, Mexico, Peru, Saint Vincent and the Grenadines and Uruguay.

updating of the base year and the production of satellite accounts. This has resulted in satisfactory progress by 24 countries and territories[47] in the implementation of the System of National Accounts, 1993, exceeding the target. With regard to statistics relating to the Millennium Development Goals, the Commission sought to reduce missing information and discrepancies between national and international sources and to improve the coordination among the national agencies involved in the production and analysis of Goal indicators, contributing to the number of countries making satisfactory progress towards the collection of data and the production of indicators to follow up on the implementation of the Goals,[48] which, according to the Goals database, reached 28 during the biennium (108 per cent of the target).

(b) Increased technical capacity of ECLAC member States to monitor economic, social and environmental trends and to formulate evidence-based policies

578. At least seven countries adopted the Commission's recommendations[49] for the monitoring of economic, social and environment trends and the formulation of evidence-based policies. Progress was also made in the Commission's production and dissemination of indicators and the development of methodologies to produce new indicators. The CEPALSTAT database was enhanced by reducing the duplication of statistical series contained in various individual databases and by including new series. The database of statistics on external trade in goods underwent major changes, with a new version launched in 2011. Improvements made in the processes of dissemination were accompanied by an increase in the number of visits to the databases and downloads of the flagship publication related to the subprogramme, totalling 1,013,000 (compared with the target of 1 million). Progress was made towards the development of a multidimensional poverty measurement and in the strengthening of member State capacities for producing environmental statistics and indicators.

Subprogramme 11
Subregional activities in Mexico and Central America

(a) Strengthened capacity of ECLAC stakeholders to address subregional economic and social issues, particularly on poverty eradication

579. Under the subprogramme, advice was provided to the Presidents of Costa Rica, El Salvador, Guatemala, Honduras and Mexico on economic development, fiscal policies, national planning systems and integration, among other topics. This advice resulted in the adoption by four countries[50] (100 per cent of the target) of policies

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[47] Antigua and Barbuda, Argentina, the Bahamas, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Costa Rica, Dominica, the Dominican Republic, Ecuador, Grenada, Guatemala, Honduras, Mexico, the Netherlands Antilles, Nicaragua, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Uruguay and Venezuela (Bolivarian Republic of).

[48] Measured as the number of countries presenting information for at least 30 Millennium Development Goal indicators for at least two years.

[49] On such issues as the implementation of Supply-Disposition Tables, a revised structure for the Consumer Price Index, the accounting of external trade in goods, a better institutional framework for environmental statistics, and specific recommendations regarding the implementation of household surveys.

[50] Costa Rica, Haiti, Mexico and Nicaragua.

and measures in the areas of poverty eradication and economic development in line with ECLAC recommendations. Moreover, the Commission developed a close relationship with the Council of Finance Ministers of Central America, Panama and the Dominican Republic. At their request, as well that of other Central American intergovernmental entities, a strategic vision document on a plan for investment and financing for Central America, Panama and the Dominican Republic was completed. Eighty-five per cent of respondents participating in workshops organized by ECLAC evaluated the services provided as useful or very useful, compared with the target of 80 per cent. In addition, ECLAC developed a communication strategy that allowed for greater visibility of its work under the subprogramme.

(b) *Increased technical capacities of ECLAC stakeholders to design or evaluate policies and measures in the areas of trade, integration and sustainable development*

580. Six Central American countries[51] adopted policies and measures in the areas of trade, integration and sustainable development in line with ECLAC recommendations, and 86 per cent of respondents participating in workshops evaluated the services provided as useful or very useful, surpassing biennial targets. The technical support provided under the subprogramme in the area of transport was acknowledged in the Cartagena Declaration issued at the summit of Heads of State and Government relating to the Mesoamerica Project.[52] ECLAC supported the formulation of a draft strategy on tourism and climate change and produced a summary report for the sixteenth session of the United Nations Framework Convention on Climate Change, which was approved by the Ministers of the Environment of Central America. The study provided technical input for the Central American Regional Climate Change Strategy, which was also launched at the session. As a result of training provided by the Commission, a university in the Dominican Republic has been using ECLAC methodologies to measure the impact of free trade agreements on selected goods and services.

Subprogramme 12
Subregional activities in the Caribbean

(a) *Strengthened capacity of policymakers and other ECLAC stakeholders in the subregion to formulate and implement economic and social development measures and improve integration in the Caribbean as well as between the Caribbean and the wider Latin American region*

581. ECLAC supported countries of the subregion in the areas of economic and social development, trade and integration. Six countries[53] (67 per cent of the target set for the biennium) formulated or adopted policies and measures in line with ECLAC recommendations, or were in the process of doing so. The interest generated by the work of ECLAC in the subregion is evidenced by the fact that there were 393 references to its publications and data in policy documents, academic literature and the media. ECLAC supported a study on mechanisms for improving energy efficiency in key sectors of Jamaica, and its recommendations were

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[51] Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras and Mexico.

[52] The countries represented were Belize, Colombia, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama.

[53] Antigua and Barbuda, Aruba, Belize, the Cayman Islands, Grenada and Saint Lucia.

implemented in accordance with the Government's plans. Under the subprogramme, a number of workshops contributing to the development of statistical capacity were convened and national statistical offices were provided with critical tools for the 2011 round of population and housing censuses. Direct advice was provided to member countries in the areas of gender mainstreaming,[54] climate change[55] and census surveying,[56] strengthening their capacities in those areas.

(b) Enhanced capacity and technical expertise to follow up on the major international programmes of action in the economic, social and environmental fields, particularly related to small island developing States and the Mauritius Strategy

582. During the biennium 2010-2011, the subregional headquarters for the Caribbean provided support to Caribbean small island developing States in monitoring the progress made in the implementation of the Mauritius Strategy. At least seven countries reported significant progress in integrating into their national plans[57] follow-up measures with regard to the implementation of the Mauritius Strategy. The 2010 Caribbean Millennium Development Goals progress report was completed, with Barbados, the countries of the Organization of Eastern Caribbean States, Guyana, Jamaica, Suriname and Trinidad and Tobago participating. Regional capacity-building workshops were conducted on the implementation in the Caribbean of the Convention on the Rights of Persons with Disabilities and on the development of core environmental indicators for the Caribbean (Millennium Development Goal 7), enabling countries to generate statistical indicators to monitor their progress in achieving the Millennium Development Goals.

Section 21
Economic and social development in Western Asia

Highlights of programme results

ESCWA showed a marked improvement in programme performance, moving from 82 per cent in the previous biennium to 96 per cent in 2010-2011, and achieved 99 per cent budget implementation, which also constitutes a significant improvement compared with the previous reporting period.

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[54] To the Governments of Dominica, Saint Kitts and Nevis and Suriname.

[55] The Governments of Guyana, Jamaica and Trinidad and Tobago indicated that the recommendations and decisions of the 30 June 2011 climate change policy meeting hosted by the ECLAC office in Port of Spain would support the finalization of their draft climate change policies, while the Government of Saint Lucia will update its policy on the basis of the recommendations.

[56] To the Government of Belize.

[57] Three countries (Guyana, Saint Vincent and the Grenadines and Trinidad and Tobago) included all thematic areas of the Mauritius Strategy in their national plans, while Antigua and Barbuda, Grenada and Saint Kitts and Nevis included 8 of the 10 thematic areas. Guyana and Suriname produced national reports on the achievement of the internationally agreed development goals, including the Millennium Development Goals.

The Commission helped to improve the quality of life for the citizens of its member States by promoting sustainable rural livelihoods in countries such as Lebanon, and by working to increase the competitiveness of small and medium-sized enterprises in Jordan, Lebanon and the Syrian Arab Republic. Important research activities carried out by ESCWA included the preparation of the *Third Arab Report on the Millennium Development Goals 2010 and the Impact of the Global Economic Crises* and advocacy and technical cooperation efforts in the area of social development. ESCWA also supported member countries in improving ICT production and service sectors by implementing ICT strategies and action plans. In 2010, the Commission and Jordan signed a host country agreement for the regional ESCWA Technology Centre, which is now fully operational.

ESCWA interventions in the field of gender resulted in the amendment of national legislation in the United Arab Emirates whereby a female national married to a non-national can give her nationality to her children once they have reached the age of 18, and in the amendment of electoral laws in Saudi Arabia whereby women, for the first time, can run, vote and be elected in national municipal elections.

Challenges, obstacles and unmet goals

Greater efforts in the form of meetings, joint publications and technical cooperation are needed to increase the interaction of the Commission with regional organizations and regional development banks and funds. Translating findings and recommendations resulting from expert group meetings into concrete steps to support decision makers in member countries continues to be a challenge. Travel restrictions in some countries of the region owing to security constraints hindered needed technical support and direct monitoring in the field. A more homogeneous capacity-building strategy is required and can be achieved by integrating regular budget, extrabudgetary and technical cooperation resources of the Commission.

Output implementation rate

583. The above-cited results are based on the implementation of 96 per cent of 361 mandated, quantifiable outputs.

584. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 21)).

Executive direction and management

(a) *The ESCWA programme of work is effectively managed and supported by human and financial resources*

585. ESCWA continued its efforts to improve the effective management of resources and of its programme of work. Since December 2010, the Commission has

begun the implementation of an evaluations policy, including the development of a standard methodology for subprogramme evaluations, and has completed the evaluation of subprogramme 5 (Statistics for evidence-based policymaking). ESCWA has improved its performance monitor, which allows for the joint management of programme and budget implementation, and will soon launch it for use throughout the Commission. ESCWA has also successfully launched publications review panels, which serve as a cross-sectoral internal quality review process for most ESCWA publications.

(b) Timely recruitment and placement of staff

586. With regard to the number of days for which a Professional post remains vacant, ESCWA achieved a marked improvement compared with the 2009 baseline of 225 days and is working progressively towards meeting the set target of 150 days (the final measure was 99.53 days) for 2011. However, it must be noted that with the introduction of Inspira in April 2010, some delays were encountered, as vacancies could be posted neither in Galaxy nor in Inspira. The posting of vacancies began to pick up after training sessions had been organized for human resources staff in July-August 2010. Furthermore, technical difficulties encountered in the use of Inspira exacerbated recruitment delays. Since December 2010, ESCWA has made progress towards meeting the recruitment timeline. This has been achieved as a result of more focused attention by the head of office and an enhanced partnership between human resources staff and client divisions, including the provision of templates to facilitate screening, monitoring and timely intervention at various stages of the staff selection process.

(c) Improved geographical representation and gender balance of staff

587. ESCWA achieved a striking improvement in terms of recruiting staff from unrepresented and underrepresented member countries during the biennium, reaching a level (62 per cent) far above the 2009 baseline and the 2011 target. However, while ESCWA had exceeded the target for gender balance in the recruitment process in the interim performance reports, its final achievement of 42 per cent fell short of meeting the target of 47 per cent. This decline in terms of meeting the gender targets is attributable in part to the separation of several female staff. Moreover, the number of suitable female candidates being screened through Inspira is small.

(d) Identification of emerging issues that require attention by member States

588. The twenty-sixth ministerial session of the Commission, held in Beirut in May 2010, constituted an important forum for the discussion of emerging issues in the region, such as the challenges and opportunities of young people in the Arab world, human and institutional capacity-building and ICT technology. Eight intergovernmental meetings were organized on various issues, including energy, statistics, transport (two meetings), water resources, social development, the liberalization of foreign trade, and economic globalization and financing for development, and on issues related to women and development in the context of the meetings of the technical committee. The technical committee addresses diverse priority issues of prime concern to member countries and brings to their attention regional and global developments in such areas as food security, climate change and the empowerment of women. In addition, the committee provides a forum in which

member countries can openly present their visions of the Commission's work and its impact on economic and social development in their respective countries.

(e) Enhanced policy coherence in the management of the economic and social activities of the United Nations

589. The 14th meeting of the Regional Coordination Mechanism for the Arab States was chaired by the Deputy Secretary-General and saw the participation of a significant number of United Nations and non-United Nations entities, including the Islamic Development Bank. The 15th and 16th meetings of the Mechanism were also held, in June and November 2011. The participants in the 15th meeting discussed the developments that had occurred in the region following the uprisings in some member countries and the role of the United Nations during that period, as well as effective political, economic and social transformation. The participants in the 16th meeting reviewed the outcome of the Arab preparatory process for the United Nations Conference on Sustainable Development and agreed on a regional guidance note for sustainable development subsequent to the Conference. The evaluations of the meetings were positive: 80 per cent of respondents expressed their satisfaction with the quality of the discussions, the relevance and quality of the presentations, and the outcomes and recommendations. Information-sharing was enhanced with the revamping and development of a dedicated Regional Coordination Mechanism website.

(f) Increased public awareness of ESCWA work in pursuing regional priorities and emerging issues

590. ESCWA managed to reach a wider base of clients than anticipated, owing to the provision of media services for a number of activities and meetings and the organization of press conferences and other media events. The ESCWA website attracted almost 335,000 visitors, half of whom accessed it directly. ESCWA news is also appearing regularly on an average of five websites, five newspapers and two television stations, with a significant reach/viewership in Lebanon and the region. A client-oriented policy was consistently maintained, broadening the opportunities for media clients to publicize ESCWA projects. As a result, the client database reached almost 6,000 users, ranging from website visitors to information-seekers and members of dissemination lists. ESCWA is also embarking on the social media scene, and the United Nations Information Service is an active member of the ESCWA online social media task force, established to ensure that the Commission benefits from new platforms and reaches new clients.

Subprogramme 1
Integrated management of natural resources for sustainable development

(a) Enhanced capacity of member countries to formulate, adopt and implement policies and measures to improve the sustainable management of natural resources, with particular emphasis on fulfilling the Millennium Development Goals and addressing climate change challenges

591. As part of a project between ESCWA and the Federal Institute for Geosciences and Natural Resources, an inventory of shared water resources, the first such United Nations-led effort in Western Asia, was prepared. Consultative meetings with experts and Governments were conducted on the inventory. ESCWA and the

Institute also supported the installation of water-monitoring equipment in Jordan at the request of the Ministry of Water and Irrigation. The Commission supported the Lebanese Ministry of Energy and Water during 2010 in the preparation of the country's national water sector strategy, finalized by the Ministry in December 2010. The ESCWA capacity-building project on promoting renewable energy use in Kaawa, Yemen, contributed to the achievement of Millennium Development Goals 1 and 7 and to climate change mitigation. The project helped to reduce greenhouse gas emissions, improve public services and create jobs, and generated requests for similar projects in other Yemeni villages. ESCWA assisted the Ministry of Environment and Water of the United Arab Emirates in drafting a national policy for the improvement of air quality.

(b) Enhanced capacity of member countries to apply best practices and methods for improving sustainable agriculture and rural development, and increasing the productivity and competitiveness of small and medium-scale enterprises using appropriate and affordable environmentally sound technology

592. ESCWA contributed to member countries' capacity to promote sustainable rural livelihoods through the implementation of a pilot project in Baalbek, Lebanon, which assisted rural women in the adoption of techniques for improving the quality of their products and helped to increase the income of women entrepreneurs. ESCWA also helped to increase the competitiveness of small and medium-sized enterprises through regional and national (in Jordan, Lebanon and the Syrian Arab Republic) advocacy and capacity-building activities that increased awareness and understanding on the part of such enterprises with regard to green jobs and available opportunities in the production and use of environmental goods and services within a green economy context. Those actions led to the adoption by associations of small and medium-sized enterprises of four measures that contribute to increased competitiveness: a green help desk (Lebanon), a green economy action plan (Syrian Arab Republic), a measure to improve the competitiveness of small and medium-sized enterprises (Jordan) and a measure for the development of green jobs (Lebanon).

(c) Strengthened South-South cooperation in the integrated management of natural resources, with a focus on challenges related to water, energy and climate change

593. ESCWA promoted South-South cooperation in the areas of water, energy and climate change through the launching of the Regional Initiative to Assess the Impact of Climate Change on Water Resources and Socio-economic Vulnerability in the Arab Region, which resulted in the development of a methodology and a workplan to address those challenges in the region. ESCWA and the League of Arab States Centre of Water Studies and Arab Water Security prepared a consensus draft legal framework on shared waters for the region that will be revisited by the Arab Ministerial Council for Water in 2012. The Commission's assistance to the League's Arab Ministerial Council for Electricity contributed to the adoption in 2010 of the Arab Strategy for Improving the Use of Renewable Energy and the Arab Guiding Framework for Improving Energy Efficiency in the Electricity Sector at the End User Level. ESCWA also contributed to the 2011-2014 Arab Plan of Action for the Development of Green Industry.

Subprogramme 2
Integrated social policies

(a) Enhanced capacity of national Governments to integrate social equity priorities and perspectives in public policies

594. ESCWA supported Jordan, Lebanon and Oman in the rethinking of their social protection schemes with a view to promoting an integrated approach that mainstreams an equity agenda across existing programmes and reintegrates such schemes into the wider social policy framework. Those efforts are being supported by social protection mapping and country profiles with a view to generating discussions in all member countries on integrated social protection mechanisms. In addition, ESCWA engaged in a field inquiry and active consultations with member States to promote better understanding of the labour-related challenges facing Governments in the region and to increase knowledge regarding the characteristics and impact of the labour regulations and labour market policies of ESCWA countries. As a result, representatives of nine member States expressed their interest in further collaboration with ESCWA in this area. The Commission's advocacy and outreach efforts also managed to increase the number of social policy instruments and mechanisms adopted by Governments.

(b) Enhanced capacity of member countries to address the implications of demographic changes with particular emphasis on the youth bulge, migration and good urban governance for national policymaking processes, and to adopt relevant policies

595. As a result of ESCWA activities, the number of follow-up measures adopted by member countries indicating increased understanding of the sociodemographic implications of the youth bulge for migration and development increased from seven to nine. Iraq established a youth parliament, and Palestine took action to reinforce the analytical skills of policymakers to enable them to systematically publish a national youth report. Moreover, the number of measures and policy provisions adopted by member countries to integrate demographic changes into development plans and programmes increased from 6 to 10. This was reflected in the addition of a special policy section on youth education, health and employment to the national development plan of Iraq, in the signing of a pact with research centres and universities to come up with a national research agenda on youth, and in the integration of youth unemployment into development plans in Qatar and Saudi Arabia.

(c) Enhanced participation of civil society in social policy dialogue and in the formulation of Government social policy

596. The Commission's efforts to enhance the role of civil society in the development process and to promote a dynamic public-civic relationship resulted in positive responses from end users in both Government and civil society. This is evidenced by the 14 instances recorded during the biennium, in which 25 workshops and seminars were replicated and one research strategic plan was formulated and implemented through the Commission's assistance in four beneficiaries: Iraq (9), Lebanon (6), Palestine (8) and Yemen (3). In addition, ESCWA initiatives to follow up on the repercussions, causes and dynamics of the Arab uprisings and to exchange knowledge with international experiences in this area resulted in action plans and

technical input for dynamic civic engagement in the process of change and transition towards democratization. In an effort to advance the merits of integrating the Commission's participatory approach into national development policies/plans/strategies, ESCWA succeeded in surpassing the set target by initiating six consultations, networks and agreements.

Subprogramme 3
Economic development and integration

(a) Increased knowledge among stakeholders in the region of the issues that should be taken into account in designing and implementing suitable macroeconomic policies and strategies for sustainable economic growth, employment creation and poverty alleviation in line with the Millennium Development Goals

597. The *Third Arab Report on the Millennium Development Goals 2010 and the Impact of the Global Economic Crises* was prepared in collaboration with the members of the Thematic Working Group on the Millennium Development Goals in the Arab Region.[58] The report, and the subsequent open dialogue between the members of the Thematic Working Group and the Arab Ministers of Development and Social Affairs, resulted in a decision to translate the recommendations of the report into a plan of action, which was presented and adopted at the second Arab Economic, Social and Development Summit, held in Sharm el-Sheikh on 19 January 2011. The report entitled "Summary of the survey of economic and social developments in the Economic and Social Commission for Western Asia region, 2009-2010" (E/2010/20) was submitted in July 2010 to the Economic and Social Council at its substantive session. ESCWA also made a substantive contribution to the preparation of the Department of Economic and Social Affairs publication *World Economic Situation and Prospects 2011*.

(b) Enhanced capacity of member countries to formulate and/or implement policies and measures recommended by the Monterrey Consensus, taking into consideration the outcomes of the Follow-up International Conference on Financing for Development, to be held in Doha in 2008

598. ESCWA organized 10 national training workshops on negotiations on bilateral investment agreements (6), agreements on double-taxation avoidance (2) and the compilation of foreign direct investment abroad (2). The workshops, held in Jordan, Lebanon, Oman, the Sudan, the Syrian Arab Republic and the United Arab Emirates, helped to enhance the negotiation skills of 245 Government officials in those countries. In 2010, Oman adopted a new tax law that harmonized the tax rates of establishments and provided more tax incentives to stimulate investment. Qatar amended a previous law regulating foreign investments, opened up new sectors to foreign investors and allowed complete ownership. Kuwait adopted a long-awaited privatization law increasing the role of the private sector in economic development. ESCWA also focused on the role of worker remittances in development finance, the role of small and medium-sized enterprises and the development of a database on statistics relating to foreign direct investment.

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[58] The Thematic Working Group includes the League of Arab States and the various United Nations agencies working in the region.

(c) Enhanced capacity of member countries to implement the Integrated Transport System in the Arab Mashreq and other measures promoted by ESCWA in order to improve regional and international transport linkages, with due consideration to environmental issues

599. As a result of ESCWA efforts in the Arab Mashreq, 10 members (Iraq, Jordan, Lebanon, Oman, Palestine, Saudi Arabia, the Sudan, the Syrian Arab Republic, the United Arab Emirates and Yemen) ratified/accessed to the memorandum of understanding on maritime transport cooperation, 10 members (Bahrain, Egypt, Jordan, Lebanon, Palestine, Saudi Arabia, the Sudan, the Syrian Arab Republic, the United Arab Emirates and Yemen) ratified an agreement on international railways, and 13 members (Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Palestine, Qatar, Saudi Arabia, the Sudan, the Syrian Arab Republic, the United Arab Emirates and Yemen) ratified/accessed to an agreement on international roads. In addition, 10 members (Egypt, Iraq, Jordan, Lebanon, Oman, Palestine, Saudi Arabia, the Sudan, the Syrian Arab Republic and Yemen) established national committees for transport and trade facilitation. The 11th and 12th sessions of the Commission's transport committee were focused on international agreements on transport and the integrated transport system in the Arab Mashreq, respectively.

(d) Enhanced capacity of member countries to negotiate and implement subregional, regional and multilateral trade agreements designed to increase intraregional and international trade

600. ESCWA contributed to the annual report of OECD on aid-for-trade statistics and provided technical assistance to the Syrian Arab Republic on trade facilitation and to Egypt and Jordan in the establishment of a unified customs facility on the road border. ESCWA organized an expert group meeting on transport and trade facilitation that called on member States that had established national transport and trade facilitation committees to activate them through executive workplans and to draw on the Commission's technical support in this field. Member countries were called upon to adopt a clear policy for small and medium-sized enterprises and to confront the need to enhance their competitiveness in external trade. In March 2011, ESCWA organized a regional workshop on requirements for the establishment of single windows to address export/import procedures and formalities in the ESCWA region, aimed at enhancing knowledge of the single-window concept. A set of related recommendations was approved by the participants.

Subprogramme 4
Information and communication technology for regional integration

(a) Perceptible improvements in the region's information and communications technology (ICT) production and service sectors, substantiated by the implementation of ICT strategies and action plans, with special focus on the provision of e-services in Arabic

601. ESCWA assisted member countries in accelerating ICT development by supporting them in the development and implementation of ICT strategies and action plans. Several expert group meetings were held, including one on a regional road map for Internet governance, at which a document entitled "Arab road map for Internet governance: framework, principles and objectives" was reviewed and adopted; one on an enabling environment for the development of Arabic e-services;

and one on the promotion of South-South cooperation. In addition, several studies were conducted in such areas as promoting the ICT sector to meet the challenges of the knowledge economy, a standardization framework to promote an enabling environment for Arabic e-services; and mechanisms for community-driven interactive Arabic multimedia content. Finally, ESCWA continued to carry out operational activities including the project on the regional harmonization of cyber legislation, the project on the development of phase II of the Arabic Domain Names System and the project on knowledge networks through ICT access points for disadvantaged communities.

(b) Enhanced capacity of member countries to measure and benchmark their progress towards the realization of the information society, and realign policies and strategies accordingly, giving due consideration to gender dimensions

602. ESCWA continued to maintain and update the Information Society Portal for the ESCWA Region and prepared the *Regional Profile of the Information Society in Western Asia, 2011*, which provided information regarding the status of the information society in ESCWA member countries. National profiles of ICT in Western Asia were also prepared, providing a basis for the comparison of the region with other countries. Additional studies were prepared, including four issues of the periodic review of ICT and development and a study entitled "Information society measurement: building a common benchmarking model for the ESCWA region". Furthermore, several workshops were held on such areas as the application of standardized information society measurement models and the delivery of e-services in civil society. In the context of operational activities, a project on knowledge networks through ICT access points for disadvantaged communities established regional and global knowledge networks allowing for the exchange of knowledge and information among the participants.

Subprogramme 5
Statistics for evidence-based policymaking

(a) Progress in improving the national institutional framework for official statistics, in particular in conflict-stricken countries and those that are less statistically developed

603. In terms of the implementation of the Fundamental Principles of Official Statistics, approved by the United Nations Statistical Commission in 1994, the results show overall progress. There are still reservations with regard to the implementation of principles 1 (relevance, impartiality and equal access), 6 (confidentiality), 9 (international standards) and 10 (bilateral and multilateral cooperation in statistics). The Principles are, on average, implemented by approximately 60 per cent of countries. With respect to compliance with the data dissemination standards of the International Monetary Fund (IMF), the results show important progress, exceeding expectations. As at 31 December 2010, 13 of the 14 ESCWA member countries were compliant with the Fund's General Data Dissemination System or Special Data Dissemination Standard. Those standards are considered to be a label of quality for official statistics made public by member countries, and therefore compliance with them was selected as an indicator of achievement.

(b) Enhanced capacity of national statistical offices to produce and disseminate relevant, timely, reliable and comparable economic and social statistics and indicators, including Millennium Development Goal indicators and gender-disaggregated data, in compliance with international standards and recommendations

604. There has been an improvement in the average availability of Millennium Development Goal indicators in the countries of the region of approximately 17 per cent since 2008 (with an average of 70 per cent in 2010), which indicates progress in data compilation and dissemination to monitor the achievement of Millennium Development Goals at the national level. Six new and/or revised standards/ recommendations have been implemented by at least seven ESCWA member countries: the System of National Accounts, 1993; the International Standard Industrial Classification, Revision 2; the International Standard Classification of Education; the International Standard Classification of Occupations; the Standard International Trade Classification, Revision 3; and the Harmonized System. In addition, the System of Environmental-Economic Accounting for Water has been implemented in Egypt, Jordan and Oman. Given the resource requirements and complexity of the latter System, its implementation should be considered an important achievement.

Subprogramme 6
Advancement of women

(a) Enhanced capacity of national mechanisms, especially those in conflict-stricken countries, to be effective agents for mainstreaming gender into national policies, plans and programmes

605. The ESCWA Centre for Women organized two workshops for participants from national women's machineries and gender focal points of the Ministries of Labour of Bahrain, Kuwait, Lebanon, Palestine, the Sudan and the Syrian Arab Republic to provide guidelines for the formulation of gender mainstreaming strategies, in order to build participants' capacity for (a) gender audits and assessments, and (b) the formulation of gender mainstreaming strategies. In addition, the Centre issued a publication entitled "Progress in achievement of the Millennium Development Goals in the ESCWA region: a gender lens" and organized an expert group meeting on the same topic to assist member States in integrating a gender perspective into all Millennium Development Goal processes. In addition, ESCWA, through the provision of technical cooperation activities and advisory services, assisted members Yemen and Palestine in incorporating a gender perspective into their periodic Millennium Development Goal national reports. Furthermore, the Centre focused efforts on assisting member States in integrating a gender perspective into conflict resolution and post-conflict reconstruction processes.

(b) Enhanced capacity of member countries to implement and monitor the Convention on the Elimination of All Forms of Discrimination against Women

606. The ESCWA Centre for Women organized capacity-building workshops and expert group meetings targeting parliamentarians, on the importance of implementing the Convention on the Elimination of All Forms of Discrimination against Women and withdrawing reservations to its provisions. The Centre focused its publications and reports on the exchange of good practices and success stories

with regard to the implementation of the Convention, and carried out activities to assess the progress achieved and challenges encountered in such implementation in the region. In addition, the Centre carried out operational activities on ways forward in the implementation of the Convention. Those combined efforts resulted in the amendment of national legislation in line with the Convention (such as the amendment of nationality laws in the United Arab Emirates whereby a female national married to a non-national can give her nationality to her children once they have reached the age of 18); and the amendment of electoral laws in Saudi Arabia whereby women, for the first time, can run, vote and be elected in municipal elections.

Subprogramme 7
Conflict mitigation and development

(a) Increased understanding by member countries of the political and socioeconomic dynamics, sources and root causes of instability and their long-term consequences

607. ESCWA continued to contribute to the formulation of the report of the Secretary-General on the economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the occupied territories, including Jerusalem, and the Arab population in the occupied Syrian Golan. ESCWA, in collaboration with other stakeholders, organized a side event in the context of the Fourth United Nations Conference on the Least Developed Countries, held in Istanbul, which resulted in the inclusion of the topic "conflict in least developed countries" among the themes of the Conference Declaration. Also under the subprogramme, a publication was produced entitled "Food security and conflict in the ESCWA region", which received one of the highest numbers of "hits" on the ESCWA website, and a series of events was organized to observe the International Day of Solidarity with the Palestinian People. Those events were attended by a significant number of participants and received wide media coverage within and outside the region.

(b) Enhanced capacity of member countries to formulate and/or implement development policies and measures, including good governance practices, that aim to mitigate conflict and address sources of instability

608. Under the subprogramme, in partnership with the Department of Economic and Social Affairs, the first phase of a project was implemented to assist the Lebanese Government in creating a path towards sustainable development and lasting peace by increasing its capacity to utilize sustainable development principles in policymaking. In addition, the ongoing support provided to Iraq under the subprogramme continued, including two study missions and a conference on decentralization held in the context of the public sector modernization project that yielded a number of policy recommendations for improved service delivery and local governance in Iraq. The results of those activities were praised by the national press in June 2010. Finally, a national assessment was conducted on existing perceptions and contributing factors undermining nation-building, citizenship and the adoption of tolerance, human rights values and gender equity in Iraq, and a national action plan based on that assessment is being devised and will be presented to concerned stakeholders for adoption.

Section 22
Regular programme of technical cooperation

Highlights of programme results

The regular programme of technical cooperation was continuously adapted to facilitate rapid response on the part of entities of the Secretariat to urgent demands of Member States. This was accomplished through the use of advisory services and relevant training activities readily provided by the implementing entities and placed at the disposal of requesting Governments. The services in particular contributed to the enhancement of knowledge, skills, institutional capabilities and policymaking abilities as part of the capacity development process implemented by both global and regional entities, which transferred knowledge through their technical cooperation initiatives.

The programme was an integral part of the collective efforts of the United Nations development system to promote the Millennium Development Goals and other internationally agreed development goals, including by working with United Nations country teams in support of a nationally led and owned development dialogue aimed at the achievement of national development goals. Programme activities, although of a small-scale nature, often resulted in a multiplier effect as a result of the mobilization of extrabudgetary resources and the complementary use of United Nations Development Account resources to respond to larger-scale needs, and had an impact through South-South cooperation, frequently stimulated by the initial input of programme-funded activity.

The implementing entities made use of programme activities to raise global concerns at the regional and subregional levels and to bring regional perspectives to bear in global forums, while beneficiaries of programme-funded advice (public officials and representatives of the private sector and civil society) were exposed to norms and standards, methodologies, experiences, policy analyses, international agendas, priorities and paradigms by means of a transboundary approach.

Challenges and lessons learned

The implementing entities have been working together to bring about more consistent programming methodology for programme-funded activities in order to ensure greater accountability and prioritization. The objective is to achieve a meaningful programming approach while providing for flexibility and rapid response, which are unique characteristics of the programme. In addition, activities under the programme need to be coordinated more effectively among stakeholders and factored into the global capacity development strategic framework.

The financial resources and technical capacities under the programme are modest compared with the larger operational activities of the United Nations system. As a result, there is a certain tension between the demand for programme advisory services and their supply, as the number of requests from Governments for advisory services has significantly increased. Matching a potentially substantial demand with a limited number of advisers and related services is a considerable challenge.

The regular programme of technical cooperation has 11 implementing entities: the Department of Economic and Social Affairs, UNCTAD, UN-Habitat, UNODC, OHCHR, OCHA, ECA, ESCAP, ECE, ECLAC and ESCWA. The presentation below is structured according to implementing entity and identifies the budget section corresponding to each entity. The expected accomplishments for each have been laid out below by subprogramme.[59] It should be noted that, in addition to the results set out below, section 22 has contributed to the results reported under the regular budget for these 11 implementing entities. The Department of Economic and Social Affairs coordinated the presentation of programme performance analysis.

609. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 22) and Corr.1).

A. Sectoral advisory services

1. Economic and social affairs

Subprogramme 1
Gender issues and advancement of women

(a) *Enhanced capacity to implement internationally agreed policies, mandates and obligations on gender equality and the elimination of discrimination against women*

(b) *Enhanced capacity of Government officials, legislators, judicial officers and civil society to address and prevent violence against women as a form of discrimination and violation of women's rights*

610. A workshop held in the United Republic of Tanzania in 2010 on reporting under and implementation of the Convention was essential for the production of the country's next periodic report, resulting in a better strategic approach, greater clarity with regard to the implementation timeline and improved understanding of the roles of key actors, all of which increased the effectiveness of follow-up to observations of the Committee on the Elimination of Discrimination against Women.

611. A workshop held in Beirut for seven countries in the Middle East to support the building of their legislative frameworks for addressing all forms of violence against women resulted in greater capacity on the part of all relevant stakeholders and agreement and concrete action to implement strategies for the achievement of comprehensive legislation addressing violence against women. Follow-up advisory

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[59] The subprogrammes are not necessarily structured along the same lines as those used for the regular budget.

assistance to one of the countries involved brought about the adoption in 2010 of specific legislation on violence against women.

612. In 2011, the operations carried out in the Department of Economic and Social Affairs under the subprogramme were completed, and the subprogramme was transferred to the newly created United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

Subprogramme 2
Social policy and development

(a) *Enhanced capacity to develop and implement policies and programmes that integrate economic and social development and promote the interests of specific social groups on the basis of internationally agreed plans and programmes of action*

(b) *Improved social integration and inclusion, through strengthened capacity to integrate specific social groups in society through improved mechanisms of inclusion*

613. Advisory services resulted in increased awareness on the part of national stakeholders, gains in building consensus and improved understanding at the country level with respect to the situations and perspectives of specific social groups (families, older persons, persons with disabilities and indigenous persons). Advisory work also led to collaborative information-gathering to enhance policies and programmes for those social groups, particularly through efforts to ensure that the groups' representatives effectively participated in all activities and that their perspectives were properly reflected in policy development.

614. Regional and subregional workshops improved the skills and knowledge of national participants in the area of international norms and standards for policy development and implementation. Training workshops, organized together with regional commissions and relevant funds and programmes, enhanced national capacity to support the implementation of the Convention on the Rights of Persons with Disabilities, the Madrid International Plan of Action on Ageing and the Declaration on the Rights of Indigenous Peoples.

Subprogramme 3
Sustainable development

(a) *Enhanced capacity to promote and implement policies and frameworks/ mechanisms to meet internationally agreed water targets and strengthened integrated water resources management*

(b) *Enhanced capacity to promote and implement policies and frameworks/ mechanisms supporting energy for sustainable development and meeting internationally agreed goals by integrating climate change in the context of sustainable development*

(c) *Enhanced capacity to formulate, implement and monitor national sustainable development strategies and to utilize sustainable development indicators at the national level*

615. A total of 45 countries were supported in their preparations for participation in the United Nations Conference on Sustainable Development, having been assisted in

assessing progress, identifying gaps and challenges, conducting national multi-stakeholder consultations and preparing national reports. As a result of workshops and seminars, understanding of the Conference's themes of a green economy and an institutional framework for sustainable development substantially increased.

616. Training workshops and advisory missions addressed a broad range of issues relating to institutional strengthening and reform, skills development and the enhancement of the contributions of key stakeholders to development agendas, especially in the areas of water and energy. A series of workshops strengthened the capacities of national development actors in the areas of transport, chemicals, waste management, mining, sustainable consumption and production patterns, thus improving the alignment of national strategies and action with the thematic focus and outcomes of the eighteenth and nineteenth sessions of the Commission on Sustainable Development.

Subprogramme 4
Statistics

(a) Enhanced national statistical capacity to produce and disseminate data, in accordance with international standards, in the fields of: (i) population and housing censuses, social statistics and statistics related to the Millennium Development Goals; and (ii) national accounts, basic economic statistics, environment statistics, and environmental-economic accounting frameworks

(b) Enhanced national statistical system through building of better institutional arrangements, improved legal frameworks, better organizational structure and better management of human resources

617. A well-designed package of training workshops, study visits and advisory services enhanced the harmonization of various areas of statistics within and across countries, specifically through the transfer of knowledge regarding new or revised international guidelines and frameworks. An important result of those efforts has been the production of higher-quality statistics for use by policymakers, other Government officials, researchers and the public at large. Most national trainees reported that they had applied the materials and implemented relevant workshop recommendations. Advisory and technical assistance that was delivered improved the competence and capacities of countries in the management of national statistical systems, the standardization of geographical names and the integration of statistical and geospatial information. Closer adherence to international statistical standards, achieved as a result of the work carried out under the subprogramme, rendered statistical data more comparable across countries and more useful for analysis at the regional and international levels.

Subprogramme 5
Population

(a) *Increased capacity of experts in generating, analysing and using demographic information relevant to population-related strategies and policies aimed at meeting internationally agreed development goals*

(b) *Improved access to population information and enhanced global and regional networks for exchanging information and promoting best experiences in the field of population and development and relevant policies*

618. Work was carried out under the subprogramme to expand an interactive web-based platform hosting multilingual demographic dictionaries for population specialists, Government officials, non-governmental organizations, and media, including lexicons from several languages in the Asian region. A workshop was developed to instruct national participants on the platform and familiarize them with it, especially in order to facilitate the preparation of language content. Regrettably, the workshop had to be cancelled owing to force majeure.

Subprogramme 6
Public administration and development management

(a) *Strengthened institutional, human resources and technical capacities of national and subnational public administrations for the achievement of high performance standards in the public service*

(b) *Strengthened capacity of public administration systems in knowledge management and the application of information and communications technologies for the effective delivery of public services*

(c) *Strengthened governance and public administration capacity towards the achievement of internationally agreed development goals, including the Millennium Development Goals, through the promotion of partnerships, civic engagement and e-governance*

619. Advisory missions and technical assistance strengthened Government capacities for designing and implementing public administration policies, developing strategies and identifying effective solutions. In total, 36 advisory missions to 25 countries, including Bahrain, Burundi, Chad, Colombia, the Congo, Gabon, Indonesia, Israel, Iraq, Jordan, Morocco, Pakistan, Qatar, Rwanda, Saudi Arabia, Senegal, Timor-Leste, Togo, Tunisia, the United Arab Emirates and the United Republic of Tanzania, were carried out. All beneficiaries provided positive feedback on the content and impact of the assistance provided. The advisory work was complemented by the conduct of training workshops, the development of a guidance toolkit for reconstructing public administration after conflict and the designing of an online tool to assess the extent of an enabling environment for e-government and the preparation of multiple online training materials (see www.unpan.org/elearning). In addition, national capacity was strengthened through the implementation of governance frameworks and platforms, including a national network for human resources managers in Africa (APS-HRNet), and codes of conduct for public servants in the Commonwealth of Independent States and Latin America.

2. Trade and development

Subprogramme 1
Globalization, interdependence and development

(a) Enhanced understanding by Government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy

(b) Increased awareness and knowledge of policy options and their implications

620. The capacity of beneficiary countries' senior administrators and policymakers was strengthened with a view to formulating appropriate economic policies and strategies supportive of sustained growth and poverty reduction, against a background of increasing interdependence between the international trading and financial systems and national development strategies. Advisory services provided included: (a) courses delivered on topics relating to economic globalization and development to 26 Government representatives from 15 developing countries as part of a series of seminars jointly organized with the Ministry of Commerce of China, as well as contributions to the regional training courses coordinated under subprogramme 4; (b) consultations organized jointly with the Latin American and Caribbean Economic System in Caracas, for Government officials from the region, on the design of an integrated regional response to the financial crisis; and (c) advice provided to Brazilian Government officials and civil society organizations on exchange-rate and capital-account management and financial liberalization in the context of globalization.

Subprogramme 2
Investment and enterprise

(a) Enhanced understanding by Government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy

(b) Increased awareness and knowledge of policy options and their implications

621. In addition to regional training courses coordinated under subprogramme 4, there was contribution to the formulation of projects and programmes related to the field-testing of the Principles for Responsible Agricultural Investment that Respects Rights, Livelihoods and Resources that have been developed collaboratively by four partner agencies: UNCTAD, FAO, the International Fund for Agricultural Development (IFAD) and the World Bank. The principles are based on research into the nature, extent and impacts of private sector investment and best practices in law and policy, and are targeted at distilling lessons learned and providing a framework for national regulations, international investment agreements, global corporate social responsibility initiatives and individual investor contracts. The field-testing and development of the framework of investment impact indicators was also undertaken. The framework will serve as a simple, standardized decision-making tool to enable policymakers to assess the value of investments in particular global value chains, including extension into other segments of a value chain or upgrading to higher value added segments.

Subprogramme 3
International trade

(a) Enhanced understanding by Government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy

(b) Increased awareness and knowledge of policy options and their implications

622. In addition to contributing to the regional training courses coordinated under subprogramme 4, advisory services included: (a) expert advice provided to trade officials on South-South and triangular cooperation; (b) briefings given to developing and developed countries on options for financing the acquisition of environmentally sound technologies; (c) presentations made to the Intergovernmental Group of Twenty-four on International Monetary Affairs and Development on governance challenges in the financing of green and sustainable energy policies; and (d) a briefing given to a select group of lead negotiators working on climate change and the United Nations Conference on Sustainable Development, which has led to the development of a novel proposal for a commercially oriented approach to technology- and knowledge-sharing, focusing particularly on renewable energy.

Subprogramme 4
Technology and logistics

(a) Enhanced understanding by Government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy

(b) Increased awareness and knowledge of policy options and their implications

623. Four subprogrammes contributed to the delivery of four regional courses, in Eastern Europe, Western Asia, Latin America and the Caribbean, and Asia and the Pacific. A total of 85 participants from 48 countries were trained, with a high number indicating that the courses had contributed significantly to their understanding of the role of development in the globalization process and, consequently, had given them a better understanding of those key issues on the international economic agenda that affect the process of development. Many also indicated an increased capacity to build more effective and integrated policy responses to the changing global economy, in preparing position papers, formulating negotiating positions and drafting trade and investment laws. Also highly valued was the courses' focus on the integrated approach to trade and development inherent to the work of UNCTAD. The regional course for Africa was postponed owing to events in Cairo in January 2011 and again owing to presidential elections in Zambia in September 2011.

Subprogramme 5
Africa, least developed countries and special programmes

(a) *Better integration of trade policies and priorities in the national development plans through, inter alia, the Enhanced Integrated Framework*

(b) *Increased awareness and knowledge of policy options and their implications*

624. UNCTAD was successful in promoting the concept of the mainstreaming of trade into national development strategies through regional and country-specific workshops. UNCTAD was able to substantially raise its profile in the Enhanced Integrated Framework, since the Government of Gambia officially requested the Conference to be the leading agency for the updating of the Diagnostic Trade Integration Study. A concept note has been drafted and approved by the secretariat of the Framework, and the updating process is currently under way. A concept note for the updating of the Study has also been prepared, jointly with the Government of Mozambique, and is expected to be submitted to the Framework secretariat during the first quarter of 2012. Other least developed countries have requested the assistance of the Conference in the formulation and implementation of Framework-related projects, in particular those related to support in the design of national development strategies. Trade mainstreaming was a key component of the national Framework sensitization workshop held in Haiti in 2011.

3. Human settlements

Subprogramme
Regional and technical cooperation

(a) *Enhanced regional, national and local capacity to implement human settlements policies, strategies and programmes with a special focus on the reduction of urban poverty and the response to natural and man-made disasters*

(b) *Improved national policies on housing and urban development in line with UN-Habitat global norms and increased regional knowledge of urban conditions and trends*

(c) *Improved coherence and integration of sustainable urbanization into United Nations Development Assistance Frameworks and national development strategies and plans, including poverty reduction strategy papers, where they exist*

625. A total of 44 missions were undertaken in response to requests from 19 countries and to provide technical advisory services in policy formulation and capacity-building with regard to urban planning and governance, slum upgrading, social housing and post-disaster reconstruction in developing countries and countries with economies in transition.

626. Technical support was provided to enable 10 developing countries to adapt international guidelines on decentralization and access to universal basic services within their national contexts. In addition, technical advice was provided to assist seven countries (Brazil, Burkina Faso, Haiti, the Lao People's Democratic Republic, Libya, Morocco and Senegal) in the development of national urban development strategies and poverty reduction plans.

627. The city-to-city cooperation programme was developed with the assistance of China to support sustainable urban development through training, research and capacity development for 10 cities in five countries of West Africa.

628. A new cooperation framework was developed to prepare reports: *The State of European Cities in Transition* and *The State of China's Cities* (2012/2013).

4. International drug control, crime and terrorism prevention and criminal justice

Subprogramme
Prevention, treatment and reintegration, and alternative development

(a) Enhancement of national capacity for implementing the conventions on drug control, transnational organized crime, corruption and terrorism and of the United Nations standards and norms on crime prevention and criminal justice

(b) Enhancement of the knowledge and skills of policymakers and criminal justice officials on the implementation of the conventions on drug control, transnational organized crime, corruption and terrorism and of the United Nations standards and norms on crime prevention and criminal justice

629. Countries and regions that received relevant assistance from UNODC included Kenya and Pakistan (on prosecution), Saint Lucia (on law enforcement), Senegal (on legal aid), Guatemala (on international cooperation), Indonesia (on environmental crime), Caribbean countries (on prison matters), Cambodia and Cape Verde (on juvenile justice) and the Southern African region (on criminal justice and drug control).

630. Training for officials included participation in a rule-of-law training programme conducted in the Middle East and North Africa; two regional workshops on international cooperation, held in Guatemala and Kazakhstan; a mutual legal assistance and asset forfeiture workshop held in South America; a seminar on mutual legal assistance held in Indonesia; and a crime scene awareness training course conducted in South Sudan.

631. Long-term technical assistance field projects included the establishment of or support for regional programmes in South America, Central America, West Africa, South-East Asia and Georgia. They also included the provision of similar support to several of the country programmes of UNODC, in Afghanistan, Bolivia (Plurinational State of), Indonesia, Kyrgyzstan, Viet Nam and Yemen.

5. Human rights

Subprogramme
Advisory services, technical cooperation and field activities

(a) Enhanced awareness, knowledge and skills of policymakers and public officials and of regional and subregional organizations on international human rights standards and mechanisms and on the human rights implications of their work

(b) Enhanced cooperation among Governments, national human rights institutions and non-governmental organizations within their respective regions in dealing with human rights issues that require a regional approach and initiative

632. OHCHR worked to ensure the implementation of international human rights standards on the ground through its field presence and cooperation with regional

mechanisms. Regional consultations held in Africa, North America and Europe resulted in enhanced cooperation between regional mechanisms and international human rights mechanisms. In the Asia-Pacific region, these consultations explored options for systematic cooperation between national human rights institutions and civil society organizations to ensure greater and more effective use of the international human rights system for the protection and promotion of human rights. With respect to General Assembly resolution 50/157, OHCHR organized four linguistic components of the indigenous fellowship programme that gave indigenous individuals the opportunity to gain knowledge and skills in the field of international human rights. The Office also contributed to the continued effectiveness and relevance of technical cooperation programmes by ensuring that good practices and lessons learned were identified, shared and updated.

6. Humanitarian assistance

Subprogramme 1
Coordination of humanitarian assistance and emergency response

(a) Effective contingency planning at the international and national levels

(b) Enhanced awareness, knowledge and skills on the part of Governments in contingency planning and the dissemination and application of contingency plans

633. Inter-agency contingency plans, including subregional preparedness strategies containing contingency planning elements, were prepared or updated in 64 countries. Twenty-four of the 27 countries with a designated Humanitarian Coordinator developed or revised their inter-agency contingency plans.

634. The Office for the Coordination of Humanitarian Affairs played a central role in further developing the response capacity of numerous Government counterparts by facilitating national contingency planning processes and emergency simulation exercises. Through such advisory and hands-on support, national authorities were better informed with regard to how to make the most of their internal disaster management mechanisms and how best to mobilize international humanitarian assistance. This was facilitated by the Office's active engagement in the Capacity for Disaster Reduction Initiative and the Inter-Agency Standing Committee Sub-Working Group on Preparedness and Contingency Planning, which undertook major steps in providing coordinated and coherent inter-agency support for the development of Government capacity in five pilot countries, with the aim of developing a Committee approach aimed at the broader provision of such support.

Subprogramme 2
Emergency support services

(a) Enhanced capacity and preparedness of national and international emergency/ disaster management networks and partnerships in order to respond to disasters and emergencies

635. Inter-agency partnership was fostered, collaboration in conducting capacity assessment was enhanced, a comprehensive action plan (including disaster risk reduction) was formulated and support was received from the World Bank and the Inter-Agency Sub-Working Group on Preparedness and Contingency Planning during the biennium.

636. In 2010, through the Strategic Partnership for Preparedness pilot project, humanitarian agencies in West Africa, Ghana and Geneva achieved an active partnership in promoting preparedness. A regional as well as a national stakeholder workshop and a response capacity assessment resulted in the formulation of a comprehensive action plan linked with the United Nations Development Assistance Framework and other ongoing activities in Ghana, as well as an inter-agency emergency simulation exercise. Further technical support was provided by the World Bank and the Inter-Agency Sub-Working Group on Preparedness and Contingency Planning on enhancing the national capacity of the Government of Ghana. In 2011, Mali, as the second pilot country, also received an inter-agency capacity assessment mission.

B. Regional and subregional advisory services

1. Economic and social development in Africa

Subprogramme 1
Trade, finance and economic development

(a) Enhanced capacity of member States to participate effectively in regional and multilateral trade negotiations and agreements in the context of the World Trade Organization and other trade-related agreements and schemes

(b) Enhanced capacity and skills of member States and regional economic communities to promote intraregional trade and regional integration, with particular emphasis on promoting common approaches in the negotiations of economic partnership agreements and other trade-related agreements and schemes

637. Through technical backstopping (on African issues within the framework of the Doha round, as well as support for the UNCTAD African group in the lead-up to the thirteenth session of the Conference) to the WTO African group in Geneva, the subprogramme helped to enhance African countries' constructive participation in multilateral trade negotiations, contributed to an increase in the number of common negotiating positions adopted by African countries in WTO negotiations, regarding trade facilitation, non-agricultural market access and aid for trade, resulting in a stronger, more proactive and unified approach; and facilitated the UNCTAD African group's extensive contributions to the preparatory work of the Group of 77, the work of the Preparatory Committee of the Trade Development Board and the draft outcome document of the thirteenth session of UNCTAD.

638. ECA increased the number of its short courses in development economics through the African Institute for Economic Development and Planning to 22 (1,100 participants, including 85 officials of member States). Policy conferences and dialogues (involving 350 senior Government officials, academics, civil society leaders and private sector actors) were organized in Nigeria, Senegal and Sierra Leone. Programme analysis was provided for regional economic communities through multi-year programmes.

Subprogramme 2
Governance and public administration

(a) Enhanced capacity of member States to promote participatory and accountable governance for attaining major development objectives, including the Millennium Development Goals and the priorities of NEPAD

(b) Strengthened institutional and human capacity of public administrations in the areas of accountability, professionalism and ethics in the public sector, including effective public service delivery

639. ECA provided capacity development services in several African countries through the establishment of a pilot project on an integrated performance management and accountability framework for results (the Results for Africa Initiative). Those activities, notably the validated Rapid Results Approach curriculum and the Results for Africa Initiative concept, together with terms of reference for the creation of a Results for Africa Institute and the regional results coach network, contributed to: (a) the development of the Results for Africa Initiative project document for 2011-2015; (b) the development of a scaling-up strategy by the participating countries; and (c) an increase in the number of African countries applying best practices, methodologies and policies to improve participatory governance within the context of the African Peer Review Mechanism national plans of action and national development plans, as evidenced by the related training workshops held. Beneficiary countries included Burundi, the Central African Republic, the Democratic Republic of the Congo, Djibouti, Ghana, Kenya, Liberia, Madagascar, Sierra Leone, Somalia, South Sudan and the United Republic of Tanzania.

Subprogramme 3
Information and science and technology for development

(a) Strengthened capacity of member States to formulate, implement and evaluate inclusive and gender-sensitive national and sectoral information and communications technology policies and strategies for development

(b) Strengthened capacity of regional economic communities to formulate, implement and evaluate inclusive, harmonized regional policy frameworks for development

640. Under the subprogramme, assistance was provided in: the development of the African Union convention on cyber legislation, currently being validated by regional economic communities; the adoption of the regional African innovation strategy; the validation of policies on science, technology and innovation and spatially enabled sectoral strategies on e-government, e-health, e-commerce and e-agriculture; the launch of science, research and innovation funds; the development of a gender-mainstreamed action plan on science, technology and innovation; the launch of the African Inter-Parliamentary Forum on Science, Technology and Innovation and the development of related master plans; the development/adoption of e-government indicators (including ICT socioeconomic impact indicators); the launch of a mobile "Health for demographic data reporting and communication" pilot project in Ethiopia; the extension to additional primary schools in Cameroon of the ongoing project "Electronic rural schools in African languages"; and the launch of an online learning platform providing training to African policymakers. In

addition, the Regional Coordination Mechanism clusters on science, technology and innovation and ICT in support of the African Union and NEPAD were organized, and workshops were held jointly with regional economic communities. Interregional cooperation with other regional commissions was increased.

Subprogramme 4
Economic cooperation and regional integration

(a) *Enhanced policy and programme harmonization and alignment for achieving integration at the subregional and regional levels, with particular emphasis on natural resources development and exploitation*

(b) *Strengthened capacity for policymaking at the national, regional and subregional levels to support the implementation of NEPAD and other regional initiatives*

641. ECA facilitated the development and adoption of an action plan for the implementation of Africa Mining Vision 2050 and completed the report of the International Study Group to Review Africa's Mining Regimes (guidance for the adoption of harmonized regulatory frameworks), adopted at the Conference of Ministers Responsible for Mineral Resources Development. A study entitled "Harnessing natural resources for sustainable development in southern Africa: opportunities and challenges in the tourism sector" was undertaken, considering tourism as a growth pole.

642. The Commission contributed to the negotiations at the fiftieth session of the Commission for Social Development, resulting in the resolution on the social dimensions of NEPAD; provided advice to countries (especially countries of the Group of 77, China and Japan) regarding paragraphs on the integration of NEPAD into African Union Commission processes through regional economic communities; partnered with the Partnership's Planning and Coordination Agency; produced a tenth-anniversary commemorative video documentary, *Ten Years of NEPAD*, and public service announcements on NEPAD priorities; produced the Agency's corporate brand and the NEPAD@10 logo; articulated the concept of the 10-year review; and initiated NEPAD advocacy tools, including a joint publication, and a handbook for reporters/editors.

Subprogramme 5
Gender and women in development

(a) *Enhanced capacity of member States and regional intergovernmental bodies to mainstream gender concerns into policies and programmes*

(b) *Improved national capacity to implement and report on regional and global commitments on gender equality and women's empowerment*

(c) *Enhanced national capacity to promote awareness and understanding of women's human and legal rights and enhanced capacity to eliminate all forms of discrimination, including violence against women, in line with the Convention on the Elimination of All Forms of Discrimination against Women*

643. ECA helped to build the capacity of Government officials and non-governmental organizations on gender mainstreaming and decentralization in the Comoros, and assisted Djibouti with the presentation of its national report on the implementation

of the Convention on the Elimination of All Forms of Discrimination against Women. Under the Subprogramme: (a) a subregional meeting was organized for six countries (Algeria, Egypt, Mauritania, Morocco, the Sudan and Tunisia) to raise awareness regarding the withdrawal of reservations to the Convention and the ratification of the Optional Protocol thereto; (b) contributed to the organization of a regional meeting on the access of women to justice in Togo (66 participants from 23 countries); (c) partnered in the organization of a subregional meeting to increase understanding of the nature and the various forms of sexual and gender-based violence within institutions of learning in selected countries in the Eastern and Southern African subregions; and (d) organized a series of meetings on gender statistics, introducing a module for the collection of data on violence against women.

Subprogramme 6
Subregional activities for development

(a) *Enhanced capacities of member States, regional economic communities and other intergovernmental organizations to promote and implement harmonized policies and programmes/frameworks: (i) in the area of ICT for development in support of integration efforts at the subregional and regional levels; (ii) on post-conflict reconstruction in support of integration efforts at the subregional and regional levels; on infrastructure development in support of integration efforts at the subregional and regional levels; and for integrated water resources management in support of integration efforts at the subregional and regional levels*

(b) *Strengthened understanding and skills at the subregional and country levels in designing and implementing harmonized policies and regional integration programmes*

644. ECA assisted in mainstreaming knowledge management into multi-year programmes with regional economic communities, resulting in an observatory on regional integration; initiated a mechanism for e-learning on trade and the environment for ECOWAS; and implemented a platform to support the 10-year capacity-building programme for the African Union.

645. The Commission provided advisory services on post-conflict reconstruction to Chad, Côte d'Ivoire, ECCAS and CEMAC, related workshops and expert group meetings, and joint assessment missions were carried out by ECA and the African Union to Burundi, Chad and the Democratic Republic of the Congo. Consultations were held with UNOCA regarding Central Africa.

646. ECA helped to strengthen the capacity of regional economic communities, assisted the Northern Corridor Transit Transport Coordination Authority in developing strategic plans, and provided programme support in trade and transport facilitation for the Central Corridor Transit Transport Facilitation Agency and South Sudan. Technical assistance on trade and infrastructure (transport, telecommunications and energy) was provided to ECOWAS.

647. The Commission provided technical advice on critical water and food security in Eastern and Southern Africa, assessed the transboundary waters component of the NEPAD Programme for Infrastructure Developed in Africa, and serviced meetings of the African Ministerial Conference on Water. Workshops/events included African

Water Week (772 participants), the African Water Cycle Symposium (70 participants) and events concerning river basin management in Africa (10 river basin organizations, 47 member States) and renewable energy in Southern Africa (six countries, the African Union Commission, SADC and COMESA).

Subprogramme 7
Statistics

(a) Enhanced capacity of member States to produce, use and disseminate official statistics and indicators to support evidence-based planning and tracking of progress in the economic, social, demographic and environmental fields, including the Millennium Development Goals

(b) Harmonized and integrated statistics in support of regional integration, macroeconomic convergence programmes and better economic management in the context of the Reference Regional Strategic Framework

648. ECA provided eight advisory services to member States regarding the assessment, preparation and implementation of national strategies for the development of statistics (Cape Verde, Djibouti and the Gambia); the adoption of statistical legislation (Djibouti); advocacy of funding for national strategies for the development of statistics, partners' meetings and the creation of a thematic group on statistics (Burundi); a needs assessment regarding technical assistance in economic planning and statistics (Mauritania and Togo); and the establishment of a statistical training programme (University of Djibouti). The Commission organized six workshops to: (a) increase the capacities of 100 officials of member States in terms of strategic planning (on the basis of the Reference Regional Strategic Framework for Statistical Capacity-Building in Africa), the organization and management of statistical systems and the mainstreaming of gender into statistical processes; (b) improve the mapping and alignment of existing strategies/programmes with regard to the Strategy for the Harmonization of Statistics in Africa and develop a related action plan; and (c) enhance capacity to engender statistical processes. ECA also carried out advocacy by providing keynote speakers for high-level statistical conferences in the Sudan (400 participants) and Egypt (600 participants).

Subprogramme 8
Social development

Strengthened capacity of member States to design, implement and monitor poverty reduction strategies, policies and programmes consistent with the Millennium Development Goals and in line with the outcomes of the 2005 World Summit and the priorities of the New Partnership for Africa's Development

649. ECA, through a mixture of advocacy and research activities funded from the regular budget or extrabudgetary resources, enhanced the knowledge and understanding of policymakers and stakeholders regarding policy options on social development issues, particularly youth, social protection, the social dimensions of NEPAD and maternal health. With regard to youth, ECA has become the key technical resource partner of the African Union Commission and has supported its African social protection framework by raising the level of awareness regarding various social protection programmes and related success stories; increased knowledge regarding the social dimensions of NEPAD; and sensitized policymakers with respect to regional challenges and cross-border issues such as migration and

health. Three expert group meetings were held, entitled "Educational attainment and labour-force participation for African youth", "Improvement of maternal health among socially excluded groups" and "National social protection policies", and were based on national studies.

2. Economic and social development in Asia and the Pacific

Subprogramme 1
Macroeconomic policy and inclusive development

(a) *Increased regional cooperation and sharing of experiences and practices in formulating and implementing macroeconomic policies to reduce poverty, and achievement of sustainable and inclusive economic and social development*

(b) *Improved national capacity to design and implement medium- to long-term economic development policy options, including in the area of financing for development*

(c) *Improved national capacity to develop programmes, utilize good practices and formulate strategies for achieving the internationally agreed development goals, including the Millennium Development Goals, with a special focus on poverty reduction and gender equality issues*

(d) *Progress towards graduation of the least developed countries through the mobilization of regional efforts to address poverty reduction and other concerns of countries with special needs*

(e) *Improved national capacity to formulate and implement policies and programmes for reducing rural poverty, including those with a gender dimension, through the sustainable development of secondary crops*

650. ESCAP played a key role in the preparatory process for and adoption of the Programme of Action for the Least Developed Countries for the Decade 2011-2020. A high-level dialogue on the Mauritius Strategy focused on the consequences of climate change faced by Pacific island countries. The Commission's third development forum, held in Myanmar, helped policymakers to learn from regional experiences. The Economic Forum of the United Nations Special Programme for the Economies of Central Asia focused on transition in Afghanistan. Participation in the United Nations Development Assistance Framework processes of several least developed countries and landlocked developing countries led to the exchange of information and experiences with respect to structural transformation and increased connectivity. The High-level Asia-Pacific Policy Dialogue on the Implementation of the Almaty Programme of Action and Other Development Gaps Faced by the Landlocked Developing Countries adopted the Ulaanbaatar Declaration, highlighting the need for greater connectivity. Activities addressed investment needs in relation to sustainable agriculture. On the macroeconomic policy front, activities to develop coherent regional and national policy responses to financial and economic crises benefited senior Government officials, central bankers and heads of economic think tanks in nearly 30 countries of the region.

Subprogramme 2
Trade and investment

(a) *Strengthened regional cooperative mechanisms in trade, investment and finance*

(b) *Increased national capacity to formulate and implement effective and coherent policies, including those with a gender dimension, on trade and investment, enterprise development and finance policies*

(c) *Increased national capacity to formulate and implement policies and strategies for sustainable economic growth and rural poverty reduction through agrotechnology transfer and agro-based enterprise development*

(d) *Strengthened capacity to promote national innovative systems and create an enabling environment for technology transfer to address regional development challenges*

651. Countries of the Asia-Pacific region increased their capacity to develop, negotiate and implement evidence-based trade policies in support of development through the WTO/ESCAP technical assistance programme and other national technical assistance activities. Customs and trade officials and other public and private stakeholders increased their capacity to facilitate trade, including through business process analysis and the implementation of electronic single windows. Selected ESCAP least developed countries and landlocked developing countries strengthened their capacity to formulate development-oriented policies on foreign direct investment and endorsed a technical assistance plan. Countries members of the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery took actions aimed at the development of harmonized testing protocols and standards for machinery and of sustainable agricultural mechanization strategies. National experts from countries members of the Asian and Pacific Centre for Transfer of Technology increased their capacity to assist small and medium-sized enterprises in planning and implementing technology transfer projects and made recommendations on strengthening innovation in the area of nanotechnology.

Subprogramme 3
Transport

(a) *Enhanced knowledge and increased national capacity to develop and implement effective and sustainable transport policies and programmes, including those targeting the Millennium Development Goals*

(b) *Improved capability of member States and international financial institutions to use the Asian Highway, Trans-Asian Railway and other ESCAP-promoted initiatives for planning international intermodal transport linkages*

(c) *Increased capacity of member States and regional industries to implement measures to improve the efficiency of international transport operations and logistics as well as to improve road safety*

652. Following the successful adoption in 2008 of the Intergovernmental Agreement of the Shanghai Cooperation Organization Member States on Facilitation of International Road Transport, continued technical assistance was provided to the Shanghai Cooperation Organization and its members (China, Kazakhstan, Kyrgyzstan, the Russian Federation, Tajikistan and Uzbekistan) to negotiate and finalize annexes covering detailed operational arrangements for the implementation

of the Agreement. Five countries (Bangladesh, Cambodia, Kazakhstan, Myanmar and Sri Lanka) also benefited from advisory missions and training-of-trainers workshops concerning freight forwarding, multimodal transport and logistics, aimed at assisting them in developing national training programmes on those subjects. Other training activities were conducted, on public-private partnerships for financing infrastructure; dry port development; border-crossing transport models; and the development of national road safety targets in support of the global Decade of Action for Road Safety (2011-2020).

Subprogramme 4
Environment and development

(a) *Strengthened consensus among member States on an increased number of issues related to environmentally sustainable economic growth*

(b) *Improved awareness and understanding among policymakers in planning, finance and other relevant ministries and stakeholders in the ESCAP region on effective policy and programme options for promoting environmentally sustainable economic growth*

(c) *Improved national capacity to develop policy and programme options, including those with a poverty and gender dimension, for promoting environmentally sustainable economic growth*

(d) *Increased national capacity in formulating effective policies and strategies on the management and use of energy and water resources*

653. Member States, through work at major intergovernmental meetings, whose outcomes included negotiated intergovernmental agreements, supported the regional implementation plan for sustainable development and the Astana Green Bridge Initiative. Green growth, adapted to country-specific circumstances in the context of sustainable development, was recognized as one of the approaches to supporting rapid economic growth and the achievement of the Millennium Development Goals in an environmentally sustainable manner. The Asian and Pacific Regional Preparatory Meeting for the United Nations Conference on Sustainable Development resulted in a report that included the Chair's summary of discussions and the Seoul Outcome, all of which were submitted to the Secretariat. At the fifth Asia-Pacific Urban Forum, ESCAP and more than 900 participants from more than 30 partner organizations discussed emerging critical issues relating to inclusive and sustainable urban development from multi-stakeholder perspectives and developed new projects and partnerships.

654. Activities were also held in relation to the monitoring of investments in the water sector, energy efficiency, sustainable cities and green entrepreneurship.

Subprogramme 5
Information and communications technology and disaster risk reduction

(a) ***Increased sharing of knowledge among member States on policy options, strategies and best practices for ICT connectivity and for integrating multi-hazard disaster risk reduction into national development***

(b) ***Strengthened regional cooperative mechanisms in support of ICT connectivity and disaster risk management***

(c) ***Improved national capabilities in the field of multi-hazard assessment, preparedness, early warning and response to disaster risks***

(d) ***Improved national institutional capacity to apply ICT for socioeconomic development***

655. A total of 71 policymakers from four Pacific island developing countries benefited from training on emergency response to disasters and on satellite imagery; 11 participants benefited from in-depth satellite imagery training to build disaster resilience. Training courses increased their ability to use satellite imagery to improve coastal zone management and integrate disaster risks arising from climate variability. Bangladesh, Fiji, Palau, Papua New Guinea and Tuvalu actively participated in the courses, which were rated as being extremely useful.

656. Participants from eight countries benefited from the sharing of experience in flood risk management and tropical storms, while participants from eight others enhanced cooperation on urban flood risk management. Furthermore, representatives of disaster-hit countries and other countries in the region gained knowledge from the exchange of information, policies and lessons learned with respect to disaster recovery and reconstruction following the historic floods in Pakistan and the great east Japan earthquake. In addition, participants from eight Pacific island countries were trained on damage and loss assessment.

Subprogramme 6
Social development

(a) ***Effective facilitation of regional reviews to assess progress, address gaps, identify and build consensus on priority areas for action in the implementation of commitments agreed in United Nations intergovernmental processes pertaining to social development, population, ageing, disability, gender equality and health***

(b) ***Enhanced awareness of policy options, strategies and good practices in social policy and protection, including those with a focus on poverty reduction***

(c) ***Strengthened capacity and increased technical cooperation among ESCAP member States in developing and implementing social policies and financing aimed at building inclusive societies, reducing poverty and promoting gender equality***

657. Regional cooperation was strengthened and capacity built to accelerate the implementation of international and regional commitments on disability through an action research project on improving the livelihoods and well-being of persons with disabilities, technical advice on the harmonization of national laws with the Convention on the Rights of Persons with Disabilities, and a regional review of the

Biwako Millennium Framework for Action and Biwako Plus Five towards an Inclusive, Barrier-free and Rights-based Society for Persons with Disabilities in Asia and the Pacific. The second review and appraisal of the Madrid International Plan of Action on Ageing through regional preparatory meetings and technical advice was also facilitated. The capacity of national women's machineries to mainstream gender across the national development agenda was strengthened through subregional workshops. Through the provision of technical advice and training and the exchange of experiences, Government capacity was enhanced to establish comprehensive social protection systems, particularly for vulnerable groups, such as persons living with or affected by HIV. Additionally, ESCAP increased awareness regarding population and development issues, including those relating to migration and youth.

Subprogramme 7
Statistics

(a) *Increased understanding and capacity to assess key socioeconomic trends in the ESCAP region, especially progress towards the Millennium Development Goals, by national official statisticians, decision makers and the public*

(b) *Increased access by decision makers and the public to comparable data on key demographic, social, economic and environmental indicators for the ESCAP region*

(c) *Increased national capacity to produce comparable and gender-disaggregated data in accordance with internationally agreed standards and good practices*

(d) *Strengthened capacity of national statistical offices to produce, disseminate and analyse data in accordance with internationally agreed standards and good practices*

658. Following the recommendations made by the Committee on Statistics, ESCAP organized a consultation on the development of a regional strategy for the improvement of social statistics, set up a working group for the coordination of statistical training in the Asia-Pacific region, and contributed to the capacity of developing countries to produce economic statistics, including agricultural statistics. As a result, member States have an improved capacity to produce a minimum core set of economic statistics; enhanced coordination on training activities is being achieved in collaboration with the Statistics Institute for Asia and the Pacific; and a technical advisory group on social statistics has been established. Advisory services provided to member States resulted in better understanding and application of statistical standards and methodologies and the systematic use of objective assessments as bases for improved planning and implementation of statistical projects; enhanced capacity to produce indicators to measure development outcomes, including with regard to the Millennium Development Goals; supported gender-responsive budgeting and policy formulation; and strengthened local government statistics.

Subprogramme 8
Subregional activities for development

(a) ***Enhanced capacity of ESCAP member States to formulate and implement economic and social development policies and programmes, including those with a gender dimension, to address key priority areas in all subregions***

(b) ***Strengthened partnerships and knowledge-sharing among member States, civil society and other relevant development partners to address key priority areas in all subregions to support the achievement of the internationally agreed development goals, including the Millennium Development Goals***

659. At the 2011 Asia-Pacific Urban Forum, countries recommitted to the Pacific Urban Agenda and urged the region's political leadership to recognize the rapid growth of urban populations and to commit to urban planning in order to harness the benefits of urban development. Pacific island States increasingly recognized the value and application of gender statistics as part of a robust and inclusive national statistical system.

660. The ESCAP Subregional Forum for Youth Participation in Policymaking for East and North-East Asia promoted participation by young people in policymaking and the formulation of youth action plans on human well-being, development and youth unemployment.

661. The High-level Policy Dialogue on Development Challenges facing the Subregion had nearly 200 senior participants from 10 member States of the subregion of South and South-West Asia, featuring an interactive dialogue of ministers and policymakers, highlighting the critical importance of attention to human development and Millennium Development Goals in terms of national development strategies and examining the challenges faced and strategies adopted by Governments.

3. Economic development in Europe

Subprogramme 1
Environment

(a) ***Improved transboundary environmental and water management in the ECE region***

(b) ***Improved transboundary environmental and water management in Central Asia***

(c) ***Improved transboundary environmental and water management in South-Eastern Europe***

662. Capacity for transboundary water cooperation in countries of Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe was strengthened as a result of seven field projects. A new agreement between the Republic of Moldova and Ukraine on cooperation in the Dniester river basin was submitted for approval. A bilateral working group of senior officials was established to develop an agreement on the Kura river between Azerbaijan and Georgia. A protocol broadening the cooperation on the Chu and Talas rivers was signed by the joint Kyrgyz-Kazakh commission established in that regard, and a new website (chutalascommission.org) was set up. The draft plan for phase 3 of the Aral Sea Basin Programme was developed, and a regional working group of senior officials was established for

cooperation on water quality in Central Asia. In the Western Balkans, the Drin Core Group of senior officials from all riparian countries was established, and a document setting out a strategic shared vision for the sustainable management of the Drin Basin was signed. Those results were achieved as a result of 22 workshops and 35 advisory missions.

Subprogramme 2
Transport

(a) *Enhanced national capacity to implement ECE legal and regulatory framework for international land transport, infrastructure and services, border-crossing facilitation and transport of dangerous goods*

(b) *Strengthened regional cooperation on transit transport development in the South Caucasus and Central Asia*

(c) *Strengthened national legal and regulatory framework on road safety in Eastern Europe and Central Asia*

663. The capacity of countries of South-Eastern Europe, Eastern Europe, the Caucasus and Central Asia to accede to and implement ECE legal instruments, norms and standards on transport was strengthened through meetings of the Project Working Group on Transport and Border Crossing of the United Nations Special Programme for the Economies of Central Asia. Azerbaijan and Kazakhstan agreed to establish national road safety targets, bringing to 38 the number of countries committed to national targets. Activities contributed to the accession of seven countries of Eastern Europe, the Caucasus and Central Asia to the ECE transport conventions and agreements: Serbia became a party to the European Agreement on Important International Combined Transport Lines and Related Installations and the European Agreement concerning the International Carriage of Dangerous Goods by Inland Waterways; Albania joined the Convention concerning Customs Facilities for Touring and the Additional Protocol thereto; Georgia acceded to the European Agreement concerning the Work of Crews of Vehicles Engaged in International Road Transport; and Kazakhstan and Tajikistan joined several other conventions and agreements. All countries of South-Eastern Europe actively participated in the Trans-European Motorway and Trans-European Railway Master Plan revision carried out during the biennium. In this regard, the ECE organized two workshops and undertook 20 advisory missions.

Subprogramme 3
Statistics

(a) *Increased timeliness, comparability, completeness and reliability of macroeconomic, social and demographic statistics and of the Millennium Development Goal indicators in the economically less developed subregions of the ECE area*

(b) *Improved implementation of the Fundamental Principles of Official Statistics in the statistical legislation and the institutional structures of national statistical systems in the economically less developed subregions of the ECE area*

664. ECE contributed to improved knowledge and the enhanced implementation of international guidelines, standards and nomenclatures for the production of official statistics. A total of 13 countries improved the timeliness, comparability and

accuracy of major economic, social and demographic statistics, with a significant enhancement of their capacity to produce Millennium Development Goal indicators. During the reporting period, 13 countries produced national Millennium Development Goal reports based on sound methodology, increasing by 60 per cent the number of indicators in the regional database. Most countries of Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe successfully conducted population and housing censuses following ECE recommendations. Three countries requested a global assessment of their national statistical systems with the objective of aligning their legal and institutional statistical framework with the Fundamental Principles of Official Statistics and devised long-term strategies for the development of statistical capacity. These results were achieved as a result of 12 advisory missions, 10 regional/national capacity-building events and the development of a methodological handbook on the compilation of Millennium Development Goal indicators.

Subprogramme 4
Economic cooperation and integration

(a) *Enhanced knowledge of best practices and guidelines related to economic integration issues, particularly those covered by the United Nations Special Programme for the Economies of Central Asia*

(b) *Enhanced national capabilities to develop regional responses to the compound food-water-energy crisis in Central Asia*

(c) *Regional institutions and regional legal frameworks in areas covered by the United Nations Special Programme for the Economies of Central Asia reformed and strengthened*

665. The 2011 Economic Forum of the United Nations Special Programme for the Economies of Central Asia reviewed economic cooperation and integration in Central Asia over the past 20 years. It identified international best practices and adopted guidelines and a set of recommendations on the further strengthening of regional cooperation and integration. Those recommendations were translated into specific capacity-building projects now being implemented by project working groups. The Special Programme's Governing Council, at its sixth session, praised capacity-building activities carried out by project working groups in support of regional economic cooperation, expressing satisfaction with their quality and scope.

666. Phase 3 of the Aral Sea Basin Programme, addressing, inter alia, issues related to the water and energy nexus and food security, was developed by the International Fund for Saving the Aral Sea with the assistance of ECE and is ready for adoption by Governments. A draft institutional agreement intended to serve as a modern legal basis for the International Fund for Saving the Aral Sea was also formulated, discussed and submitted to high-level political decision makers.

Subprogramme 5
Sustainable energy

(a) Enhanced capacity of experts in countries with economies in transition to implement international and ECE recommendations on sustainable energy development

(b) Improved energy conservation and efficiency across the ECE region, especially in a reduction of energy-related environmental impacts, including the formation of energy efficiency markets in economies in transition

667. ECE helped to strengthen the capacity of countries with economies in transition to implement recommendations on sustainable energy development. ECE activities resulted in improved energy conservation and efficiency across the ECE region, particularly in terms of a reduction of energy-related environmental impacts, and facilitated the formation of energy efficiency markets in economies in transition. Six countries implemented ECE recommendations on energy efficiency and adopted appropriate national energy policies and measures for the application of international and ECE recommendations on sustainable energy development. Nine countries with economies in transition received ECE advisory services with regard to eliminating existing barriers to the development of energy efficiency and renewable energy sources, which contributed to the development of energy efficiency and energy-saving strategies and policies by Armenia, Azerbaijan, Belarus, Kazakhstan, the Russian Federation and Ukraine. In this regard, ECE undertook 13 advisory missions and organized seven capacity-building events (workshops, seminars, expert meetings and study tours).

Subprogramme 6
Trade

(a) Enhanced national capacity to implement trade facilitation techniques and measures using ECE and other international standards, recommendations and best practices

(b) Strengthened capacity of Central Asian countries to implement trade facilitation measures and achieve more regional trade integration

(c) Enhanced capacities to promote and implement policies, strategies and mechanisms supporting trade facilitation and economic integration in SEE countries

668. A total of 14 countries and regional groupings strengthened their capacity to implement ECE trade facilitation standards and tools, incorporating them into national and regional strategies and projects. Fourteen countries launched national single-window projects, two declared the first phase of such a project completed, five developed single-window action plans and three established inter-agency working groups. The implementation of international standards on trade facilitation contributes to their integration into the world economy. Five studies were prepared on the readiness of the legal and technical systems in the Russian Federation and the Customs Union of Belarus, Kazakhstan and the Russian Federation for trade facilitation and a single window, and the feasibility of a single window in Vnukovo airport. The customs code of the Customs Union was amended, and a project aimed at an integrated information system for Customs Union countries was developed. These results were produced as a result of 22 advisory missions, 11 capacity-

building workshops benefiting 588 experts from transition economies, and two publications.

4. Economic and social development in Latin America and the Caribbean

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

(a) Improved capacity to formulate, implement and manage trade policies and agreements and export development strategies with a view to achieving more effective participation in global and regional trade flows

(b) Strengthened capacity of Latin American and Caribbean countries to assess the impact of trade policy on other areas of development, particularly on poverty reduction, and to formulate and implement pro-poor trade-related measures

669. As a result of ECLAC regional analytical work, policy recommendations, technical assistance and participation in high-level events, policymakers and technical staff from the Ministries of Trade, Industry and Foreign Affairs of 11 countries[60] enhanced their knowledge and capacities to identify trade opportunities and develop export strategies with the Asia-Pacific region; representatives of seven regional and subregional integration schemes and development banks[61] improved their awareness and capacities to enhance regional cooperation and integration; and the technical capacity of 38 Government officials from 19 countries[62] on trade and climate change and on regional economic relations was strengthened.[63] Furthermore, ECLAC strengthened the capacity of at least three countries[64] on ways to enhance their corporate social responsibility practices and provided technical cooperation to five countries[65] in designing and promoting performance indicators for corporate social responsibility and socio-environmental management in small and medium-sized enterprises. A total of 515 participants in workshops organized by ECLAC indicated that they had enhanced their awareness and understanding with regard to the impact of trade policy on poverty reduction.

Subprogramme 2
Production and innovation

Strengthened capacity of countries of the region to design, implement and evaluate strategies and policies to foster innovation, science and technology, with particular emphasis on ICT and the information society

670. ECLAC, as the technical secretariat of the Regional Plan of Action for the Information Society in Latin America and the Caribbean, provided technical

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[60] The Latin American Pacific Basin Initiative includes the following member countries: Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Panama and Peru.

[61] The Andean Community, MERCOSUR, the Latin American Integration Association, the Latin American Economic System, the Central American Economic Integration Secretariat, the Mesoamerica Project and the Central American Bank for Economic Integration.

[62] Antigua and Barbuda, Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, the Dominican Republic, El Salvador, Grenada, Guatemala, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Lucia, Saint Vincent and the Grenadines and Uruguay.

[63] Through workshops and courses co-organized with the Inter-American Development Bank and UNDP, respectively.

[64] Chile, Mexico and Peru.

[65] Barbados, Guyana, Jamaica, Saint Lucia and Trinidad and Tobago.

cooperation for its implementation and monitoring of the Plan of Action, including the definition of indicators of progress, and enhanced the capacities of 260 policymakers and technical staff from 16 Latin American countries[66] and 11 Caribbean countries and territories[67] to design and implement strategies, policies and measures to foster innovation, science and technology through training and advisory services. As the technical secretariat of the Regional Dialogue on Broadband, the Commission also assisted 10 countries of the region[68] in the analysis of policy options for broadband development and regional integration options for broadband infrastructure. Furthermore, technical cooperation was provided to: Nicaragua, in the design of its national plan on science, technology and innovation (2010-2013); the Plurinational State of Bolivia, for the development of the Bolivian digital agenda; Ecuador, for the presentation of its Digital 2.0 plan; Argentina, in the preparation and implementation of its industrial and agribusiness strategic plans; and Uruguay, in the evaluation of its national quality infrastructure.

Subprogramme 3
Macroeconomic policies and growth

(a) *Strengthened capacity of national policymakers to design and implement macroeconomic policies and measures aimed at greater stability in growth, based on the assessment of determinants of growth*

(b) *Enhanced capacity of countries of the region to formulate, implement and assess policies, regulations and measures related to financing for development, financial architecture and regulation to promote growth in the context of globalization*

671. At least seven countries[69] strengthened their capacities to design and implement macroeconomic policies through the assistance provided by ECLAC. The Ministry of Planning of Colombia incorporated ECLAC analysis and recommendations into the formulation and promotion of its national development plan for the period 2010-2014. ECLAC recommendations were also incorporated into the design and implementation of fiscal measures[70] by the Ministry of Economy of Paraguay and into the establishment and launching of a national centre for fiscal studies by the Ministry of Economy of Uruguay. Furthermore, the Ministry of Finance of Ecuador enhanced its capacities to design and implement measures related to fiscal policy.[71] Policymakers from five countries[72] increased their understanding of policies and instruments to enhance the financing of social protection, while policymakers from at least five countries[73] incorporated recommendations on policy options concerning countercyclical policies and financial development received through ECLAC technical cooperation services.

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[66] Argentina, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Costa Rica, Cuba, the Dominican Republic, Ecuador, El Salvador, Honduras, Mexico, Nicaragua, Panama, Paraguay and Uruguay.

[67] Antigua and Barbuda, Barbados, Belize, Grenada, Guyana, Jamaica, Martinique, Saint Lucia, Saint Vincent and the Grenadines, Suriname and Trinidad and Tobago.

[68] Argentina, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Costa Rica, Ecuador, Paraguay, Peru and Uruguay.

[69] Argentina, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Ecuador and Peru.

[70] Relating to income tax issues and the impact of fiscal policy on social protection.

[71] With emphasis on tax evasion and the management of public debt.

[72] Chile, Colombia, Costa Rica, Ecuador and Uruguay.

[73] Bolivia, Brazil, Chile, Colombia and Ecuador, among others.

Subprogramme 4
Social development and equity

(a) *Strengthened capacity of national policymakers to manage and classify social expenditure and to improve the design, monitoring and evaluation of sectoral social policies, with emphasis on food security, child undernutrition and illiteracy*

(b) *Enhanced technical capacity of Latin American and Caribbean countries to design, implement and monitor social programmes aimed at achieving the Millennium Development Goals in the social fields*

672. Five Latin American and Caribbean countries[74] applied ECLAC methodologies and recommendations to the development of national models to measure and monitor social expenditure in order to support the formulation of social policies, with an emphasis on social protection and labour market issues. ECLAC continued to develop, in collaboration with WFP, the Pan American Health Organization and UNICEF, its methodology for measuring the cost of hunger and undernutrition and presented it to policymakers and technical staff[75] in Africa as a means to enhance South-South cooperation. As a result, authorities from Egypt, Ethiopia, Mauritania, Swaziland and Uganda requested pilot studies on the cost of undernutrition, having received technical support and overall guidance from ECLAC, in coordination with ECA. ECLAC technical advisory services enhanced the capacity of National Professional Officers from 13 countries on issues related to social investment to achieve Millennium Development Goal 1[76] and on social protection issues.[77] Furthermore, Uruguay followed recommendations received from ECLAC on incorporating a rights-based approach into its policies and measures.

Subprogramme 5
Population and development

(a) *Enhanced technical capacity of Latin American and Caribbean countries to monitor population trends and tackle population and development issues for use in social programming*

(b) *Increased technical capacity of countries of the region to monitor progress in the implementation of recommendations to achieve the goals of relevant international agreements (Programme of Action of the International Conference on Population and Development, International Plan of Action on Ageing and Millennium Development Goals)*

673. ECLAC helped to strengthen the capacity of 20 countries to monitor population trends for use in their social programming, with the result that 5 countries[78] applied its methodological recommendations. ECLAC also provided technical assistance to 13

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[74] Bolivia (Plurinational State of), Ecuador, El Salvador, Paraguay and Peru.

[75] From ministries of health, academia, international cooperation agencies and United Nations agencies.

[76] Bolivia (Plurinational State of), Ecuador, El Salvador, Paraguay and Peru.

[77] Argentina, Bolivia (Plurinational State of), Chile, Ecuador, El Salvador, Mexico, Paraguay and Peru.

[78] The Dominican Republic, Ecuador, Haiti, Panama and Venezuela (Bolivarian Republic of).

countries[79] on the formulation and revision of censuses and the analysis of population forecasts, and provided training to 20 countries on the monitoring of progress made in terms of international commitments under the International Conference on Population and Development, the Madrid International Plan of Action on Ageing and the relevant Millennium Development Goals. As a result, all countries in the region with indigenous populations and 14 other countries[80] are including questions on identification in the 2010 round of censuses. Furthermore, 17 countries[81] improved their capacity to analyse and explore population profiles for use in social programming and policymaking through the strengthening of their statistical systems. Finally, 92 technical staff from the region enhanced their capacities for the analysis, processing and dissemination of census data using the REDATAM system, a computer tool developed by ECLAC and widely used in the region and beyond.

Subprogramme 6
Sustainable development and human settlements

(a) Enhanced capacity of national, regional and local staff in countries of the region to evaluate and design environmentally sustainable development policies and measures to address adaptation to and mitigation of climate change in the framework of relevant international and regional conventions

(b) Strengthened technical and analytical capacity of Latin American and Caribbean countries to develop and implement policies in natural disaster assessment, risk management and vulnerability reduction policies

674. Through the provision of methodological guidelines and modelling tools, ECLAC supported six countries of the region[82] in developing reviews on the economics of climate change and in identifying and quantifying the economic impacts and mitigation costs of climate change in order to formulate policy recommendations. ECLAC provided technical assistance to two countries[83] in identifying options for a low-carbon economy and contributed to the formulation of a common position among countries of the region on policies related to climate change. Moreover, as a result of regional meetings, 15 countries of the region[84] set up networks for the exchange of experiences in the reduction of emissions from deforestation and forest degradation and for the formulation of common positions. Nine countries of the region[85] strengthened their capacity to assess the socioeconomic impact of extreme natural events as a result of technical cooperation

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[79] Bolivia (Plurinational State of), Chile, Costa Rica, Cuba, Ecuador, Haiti, Mexico, Panama, Paraguay, the Dominican Republic, Saint Vincent and the Grenadines, Uruguay and Venezuela (Bolivarian Republic of).

[80] Argentina, Brazil, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Paraguay, Uruguay and Venezuela (Bolivarian Republic of).

[81] In Latin America, Argentina, Brazil, Chile, Colombia, the Dominican Republic, Ecuador, Haiti, Mexico, Panama, Paraguay, Peru and Venezuela (Bolivarian Republic of); in the Caribbean, Saint Lucia, Saint Vincent and the Grenadines, and Trinidad and Tobago; and in the Asia-Pacific region, Indonesia and Vanuatu.

[82] Chile, Colombia, Ecuador, Mexico, Peru and Uruguay.

[83] Chile and Mexico.

[84] Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru and Uruguay.

[85] Bolivia (Plurinational State of), Colombia, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Haiti, Mexico and Suriname.

services. The Governments of three countries[86] received assistance for the assessment of the socioeconomic impact of the El Niño phenomenon, the massive 2010 earthquake and the flooding in late 2010, respectively.

Subprogramme 7
Natural resources and infrastructure

(a) *Enhanced capacity of Latin American and Caribbean countries to assess and implement policies for the sustainable management of natural resources*

(b) *Strengthened skills of national staff to evaluate alternatives for policymaking, planning, organization and regulation of public utilities and infrastructure services and systems*

675. ECLAC continuously provided technical cooperation services on the sustainable management of natural resources and the regulation of public utilities infrastructure services to several subregional organizations and initiatives.[87] Technical assistance was also provided to six countries of the region[88] in the formulation of policies and measures related to the production and use of biofuels and development of energy efficiency practices. As a result, Chile adopted modelling tools to assess medium- and long-term energy scenarios for the design and implementation of energy policies and measures, with an emphasis on biofuels; four countries[89] applied ECLAC methodology to the formulation and monitoring of national plans for energy efficiency; and Jamaica applied the strategic plan proposed by ECLAC to the roll-out of an ethanol/gasoline blend to be sold in the country. Furthermore, ECLAC supported three countries[90] in their preparations for activities related to the development of sustainable energy sources.

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[86] Bolivia (Plurinational State of), Chile and Colombia.

[87] These services are provided to the Energy Commission of the Latin American Parliament, in the discussion of relevant energy matters, including energy planning and the promotion of sustainable energies; the Initiative for the Integration of Regional Infrastructure in South America, in the preparation of its 2012-2022 strategic plan and its annual workplans 2011 and 2012; and to the Mesoamerica Project, with regard to load security, public policy design and multinational infrastructure projects.

[88] Argentina, Chile, Colombia, Costa Rica, Honduras and Peru.

[89] Brazil, El Salvador, Guatemala and Uruguay.

[90] Ecuador, in the preparations for its first national geothermal conference; Saint Vincent and the Grenadines, in the preparation of a feasibility study for geothermal development; and Chile, in the development of a proposal for the establishment of a Latin American solar centre.

Subprogramme 8
Statistics and economic projections

(a) Strengthened capacity and understanding of national staff to compile, monitor and disseminate core social and environmental data (in particular those included in Millennium Development Goals and other internationally agreed development goals) to support policy planning and formulation

(b) Strengthened capacity of national public institutions of the region to implement the System of National Accounts and to enhance the regional integration of national statistical systems

676. Four countries[91] used ECLAC methodological recommendations to strengthen the design of national household surveys related to economic and social indicators, while 20 countries[92] enhanced their processing and analysis with respect to poverty and employment. In the area of employment and social statistics, technical staff from five countries[93] used ECLAC recommendations to modernize their statistical systems using the most recent methodology. The improvements adopted included the changing of the base year in the Plurinational State of Bolivia, the compilation of regional macroeconomic accounts in Ecuador, the development of quarterly national account methodologies and support for the use of an input-output matrix in Guatemala and the development of health accounts in Peru. Furthermore, national statistics offices and central banks in Bolivia (Plurinational State of), El Salvador, Guatemala and Uruguay received support in the implementation of the System of National Accounts, and 16 countries[94] used ECLAC methodological recommendations to improve their quarterly national accounts statistics.

Subprogramme 9
Subregional activities in Mexico and Central America

(a) Increased technical capacity of countries in the subregion to design, implement and evaluate policies and measures in the areas of trade, integration and sustainable development

(b) Enhanced technical capacity of authorities in Haiti to formulate, implement and evaluate their national development plan and local development policies to address major economic and social issues with a poverty eradication perspective

677. Through ECLAC technical assistance, eight countries[95] strengthened their technical capacities in the areas of trade, integration and sustainable development; while nine countries[96] strengthened their skills in assessing the economic, social and environmental impacts of natural disasters and formulating risk reduction strategies.

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[91] Bolivia (Plurinational State of), the Dominican Republic, Ecuador and Nicaragua.

[92] Colombia, Costa Rica, El Salvador, Panama, Venezuela (Bolivarian Republic of), countries of the Organization of Eastern Caribbean States and CARICOM countries.

[93] Bolivia (Plurinational State of), Costa Rica, El Salvador, Nicaragua and Venezuela (Bolivarian Republic of).

[94] Bolivia (Plurinational State of), Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela (Bolivarian Republic of).

[95] Costa Rica, the Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Mexico and Nicaragua.

[96] Colombia, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Mexico and Nicaragua.

As part of the technical assistance on transport and infrastructure sustainability provided to the Mesoamerica Project's Inter-Institutional Technical Group, ECLAC recommendations were incorporated into the formulation of the 2010-2013 Plan of Action of the Mesoamerican Environmental Sustainability Strategy, the Regional Strategy on Climate Change and the Regional Strategy on Agriculture, the Environment and Health. ECLAC provided technical assistance to Haiti in the aftermath of the massive 2010 earthquake in that country and to seven other countries[97] in post-disaster needs assessment and the formulation of short-term recovery plans. Technical assistance was also provided to the Haitian Institute of Statistics and Informatics, jointly with the National Institute of Statistics and Geography of Mexico, in the establishment of a short-term economic indicator and to El Salvador in the updating of its five-year development plan. Two countries[98] incorporated ECLAC technical recommendations into the design of export incentives for the post-2015 period, after the expiration of existing subsidies in duty-free zones.

Subprogramme 10
Subregional activities in the Caribbean

(a) Enhanced technical capacity of countries of the subregion to monitor progress in the implementation of their national plans to accomplish the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

(b) Increased technical capacity in the countries of the subregion for the assessment of the socioeconomic and environmental effects of natural disasters

678. The Technical Advisory Committee of the Regional Coordinating Mechanism for the Implementation of the Mauritius Strategy for the Further Implementation of the Barbados Programme of Action was successfully established with ECLAC support. Government authorities from five countries and territories[99] and three intergovernmental institutions[100] increased their technical and policymaking capacities to achieve sustainable development goals as a result of ECLAC advisory missions to assess the socioeconomic impact of natural disasters, support the formulation of recovery plans and design risk management strategies. A total of 77 technical staff from five Caribbean countries[101] increased their methodological knowledge and technical capacity with regard to assessing the damage and losses related to extreme natural events and designing and implementing preventive or emergency measures, through training courses organized by ECLAC. The ECLAC post-disaster assessment methodology was presented in Australia and Fiji to

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[97] In October 2011, in the wake of tropical depression 12E, five Central American countries benefited from rapid-response technical services for the development of their post-disaster needs assessments and for post-disaster reconstruction. Mexico received technical assistance from ECLAC in measuring the economic and social impacts of the earthquake in Mexicali and for the conduct of a technical study on the impact of the AH1N1 epidemic in the country. Moreover, Colombia received timely technical assistance and advice on the evaluation of the economic, social and environmental impacts of the 2010 winter storms.

[98] El Salvador and Guatemala.

[99] Belize, Cayman Islands, Haiti, Trinidad and Tobago and Turks and Caicos Islands.

[100] The Caribbean Disaster Emergency Management Agency, the Caribbean Development Bank and the Organization of Eastern Caribbean States.

[101] Barbados, Jamaica, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines.

disseminate its use in the Pacific region and enhance South-South cooperation. ECLAC provided assistance to Jamaica in conducting a comprehensive impact assessment of the western Kingston conflict. Impact assessments of hurricane Tomás were carried out in Saint Lucia and Saint Vincent and the Grenadines.

5. Economic and social development in Western Asia

Subprogramme 1
Integrated management of natural resources for sustainable development

(a) Strengthen the policy dialogue and increase awareness of sustainable development issues in order to improve environmental sustainability and respond to the relevant requirements of global conferences and conventions

(b) Increase the capacity of national officers, practitioners and stakeholders to address sustainable management issues, especially in the areas of water and energy, while taking into account the impacts of climate change

679. Policy advisory and capacity-building activities in the lead-up to the United Nations Conference on Sustainable Development resulted in greater coherence among member countries at both the governmental and civil society levels and in the articulation of both regional and national priorities that will be presented at the 2012 Conference.

680. Advisory services provided by ESCWA to seven member countries in the areas of natural, environmental, water and land resources resulted in the implementation of key policy and programme recommendations related to improvement in the integrated and sustainable management of such resources, and in the mainstreaming of the sustainable development approach into national development plans. ESCWA also supported member countries in their efforts to mitigate the challenges of climate change and achieve their targets under Millennium Development Goal 7. Advisory and capacity-building activities targeted policies in the areas of energy balance, energy audit, climate change adaptation and the green economy, allowing for a scaling-up of initiatives.

Subprogramme 2
Integrated social policies

(a) Enhanced capacity of national Governments to assess the social situation and to weigh costs and benefits of different policy options

(b) Enhanced capacity of national Governments to formulate and monitor policies and programmes that respond to the recommendations of the World Plan of Action on Youth and the Madrid International Plan of Action on Ageing and are based on best practices

681. Through advisory services, innovative training workshops and opportunities for South-South knowledge exchange, ESCWA contributed meaningfully to the policy debate in member countries on the integration of social protection schemes into the wider social policy framework, and effectively complemented and bolstered the normative work carried out under the subprogramme on social security. In Jordan, Lebanon, Oman and Palestine, ESCWA interventions provided an opportunity for policymakers to critically examine and assess their social protection policies and programmes and to propose adjustments.

682. A regional seminar on the Madrid International Plan of Action on Ageing made a critical contribution to the review of national reports and the identification of key national actions to promote the implementation of the Plan. In Palestine, ESCWA was able to reinforce the analytical skills of policymakers to enable them to publish a national youth report in response to the World Plan of Action on Youth.

Subprogramme 3
Economic development and integration

(a) Increased capacity among stakeholders to formulate suitable macroeconomic policies and strategies for sustainable economic growth, employment creation and poverty alleviation in line with the Millennium Development Goals

(b) Enhanced capacity of member countries to formulate and/or implement policies and measures recommended by the Monterrey Consensus and the Doha Declaration on Financing for Development

(c) Enhanced capacity of member countries to implement the Integrated Transport System in the Arab Mashreq and other measures promoted by ESCWA in order to improve regional and international transport linkages, with due consideration for environmental issues

683. In partnership with United Nations country teams, ESCWA championed efforts to tailor Millennium Development Goals to Bahrain, Iraq, Jordan, Palestine, the Sudan and Yemen, allowing development partners to fast-track action plans. It led the way in the development of the multidimensional poverty index relating to unsatisfied basic needs and of the urban poverty index.

684. An Arabic bilateral investment agreements manual serves as a guiding tool for Government officials. Training workshops on the negotiation of double taxation avoidance agreements were held in Jordan and the Syrian Arab Republic, building capacity on technical and policy matters. ESCWA also facilitated discussions between Egypt and Jordan on a customs union and hosted a workshop for the further exploration of opportunities and challenges.

685. In Jordan, ESCWA spearheaded efforts on a new mining strategy, beginning with a full sectoral audit; a related strategy and plan of action are expected to be adopted in 2012. In Egypt and Saudi Arabia, ESCWA supported the activation of trade and transport committees.

Subprogramme 4
Information and communications technology for regional integration

(a) Improved advocacy for moving towards an information society and a knowledge-based economy, within the context of the outcomes of the World Summit on the Information Society and the regional plan of action

(b) Strengthened knowledge and improved skills of national offices to develop relevant mechanisms to move towards an information society and a knowledge-based economy

686. ESCWA advisory and capacity-building activities were focused on the development and enhancement of relevant mechanisms, processes and tools for a knowledge-based economy. Advisory services provided to 12 member countries assisted them in formulating and evaluating ICT policies, formulating and reviewing

cyberlegislation, enhancing the performance of e-government, developing science, technology and innovation strategies, measuring information society indicators and supporting business process re-engineering efforts.

687. Through a strategic partnership with the League of Arab States, ESCWA led efforts to establish an automated domain names system tailored to the region. It also successfully influenced global Internet policy through the "Arab road map for Internet governance: frameworks, principles and objectives". Those initiatives created an enabling environment for digital Arabic content. ESCWA also organized three regional workshops — on building trust in Arabic e-services, benchmarking the ICT sector, and indicators and observatories on science, technology and innovation — and a subregional workshop on the foundations of Government information leadership.

Subprogramme 5
Statistics for evidence-based policymaking

(a) Enhanced capacity of national statistical offices to produce and disseminate, with ESCWA assistance, relevant, timely, reliable and comparable economic and sectoral statistics and indicators

(b) Enhanced capacity of national statistical offices to produce and disseminate, with ESCWA assistance, relevant, timely, reliable and comparable social statistics and indicators, including gender-disaggregated data

688. Regional and national training workshops were augmented by hands-on, field-based support provided to national statistical offices in nine member countries. This assistance led to the enhanced capacity of those offices to produce and disseminate reliable, timely and comparable economic and social statistics.

689. ESCWA organized 10 regional workshops and 6 national workshops. Topics ranged from systems of national accounts and statistics relating to the international trade in services and the use of time to population projections, ICT indicators and gender and Millennium Development Goal indicators. The outcomes of those workshops were reinforced and operationalized as a result of the advisory services. In Jordan, Kuwait, Lebanon and the Syrian Arab Republic, support for the systems of national accounts had a direct bearing on improved quality and reliability of published data. In Bahrain, Iraq, Jordan and Palestine, ESCWA supported the national statistical offices in refining development indicators and developing new, multidimensional measures of poverty. Support for population statistics and censuses in Iraq, Palestine, Saudi Arabia and the United Arab Emirates helped to refine methodologies and improve analysis.

Subprogramme 6
Advancement of women

(a) *Enhanced capacities of national machineries to formulate and implement gender-sensitive policies and frameworks/mechanisms*

(b) *Enhanced capacity of policymakers to promote and implement women-related United Nations human rights conventions and resolutions, especially the Convention on the Elimination of All Forms of Discrimination against Women and Security Council resolution 1325 (2000)*

690. Intensive and concerted efforts were brought to bear to enhance the capacities of national machineries in 10 member countries to formulate gender-sensitive plans, programmes and policies, including gender-sensitive budgets. A total of 12 advisory services were provided during the biennium. In Lebanon and the United Arab Emirates, ESCWA provided direct assistance with the formulation of the national strategy on women.

691. Special attention was accorded to enhancing the capacity of policymakers, including 30 members of Parliament, to implement women-related United Nations conventions and resolutions, including the Convention on the Elimination of All Forms of Discrimination against Women and Security Council resolution 1325 (2000), on women and peace and security. A total of 21 workshops, including 6 regional and subregional workshops, were organized, benefiting a total of 275 participants.

Subprogramme 7
Conflict mitigation and development

(a) *Enhanced capacity of public sector and civil society organizations to formulate and implement development policies and provide essential services in spite of crises*

(b) *Strengthened knowledge of modern techniques and good governance practices to formulate and implement development policies and provide essential services*

692. The technical cooperation activities carried out under the subprogramme were focused on the enhancement of institutional capacities in crisis situations, namely, those in Iraq, Palestine, the Sudan and Yemen, to formulate sustainable economic and social policies and programmes. Eight national training workshops, augmented by advisory missions, were carried out in the areas of food security, public finance reform, human rights, natural disaster risk management and decentralization through local governance. Special attention was paid to the enhancement of skills in terms of project design, results-based monitoring and evaluation.

693. A total of 175 civil servants and civil society activists benefited from these activities. In the Sudan, a two-stage training programme led to a full-blown project document on the production of gum arabic taking into account value chain mechanisms; the project is being considered for major donor funding. At the regional level, Arabic-language toolkits and best practice guidelines on public finance reform and modernization were developed and disseminated for use by officials in 12 member countries.

Section 23
Human rights

Highlights of programme results

Events linked to the Arab Spring dominated the biennium: OHCHR supported commissions of inquiry mandated by the Human Rights Council with respect to Libya and the Syrian Arab Republic, conducted assessment missions to Bahrain, Egypt, Libya, Tunisia and Yemen, and was requested to establish field presences in the region. In 2011, the General Assembly endorsed the Council's outcome document on the review of the Council. The first cycle of the universal periodic review concluded and was widely recognized as a success; all 193 Member States participated. The International Convention for the Protection of All Persons from Enforced Disappearance entered into force on 23 December 2010, and its treaty body was established in 2011. An unprecedented number of new mandates for special procedures were established; by the end of 2011, 45 mandates were supported by OHCHR. The higher profile of the High Commissioner and her Office was reflected in a dramatic increase in media coverage (OHCHR generated 6,550 articles in publications and on web news sites in 2009, 6,350 in 2010 and approximately 27,000 in 2011) and in eight briefings provided to the Security Council. Within the United Nations, 30 policies related to human rights protection were adopted.

Challenges and lessons learned

The greatest challenge for OHCHR remains the impossibility of responding positively to all requests for assistance received, particularly at a time in which many countries see a burgeoning of human rights interest that should be acknowledged and supported. In spite of a greater focus on results and streamlined procedures aimed at increasing value for money, it has become steadily more difficult to manage the additional workload coming from the treaty body system, the special procedures, the Human Rights Council and other stakeholders, both governmental and non-governmental, at the global, regional and national levels. OHCHR has addressed this challenge by increasing the number of its partnerships on key issues and will be looking at innovative ways to expand its work in this area.

Output implementation rate

694. The above-cited results are based on the implementation of 91 per cent of 7,344 mandated, quantifiable outputs.

695. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 23)).

Executive direction and management

(a) Programme of work is effectively managed

696. The Office of the High Commissioner continued to achieve a high degree of compliance in the delivery of its outputs: out of the 8,227 outputs under the programme, 88 per cent were implemented, 1 per cent postponed and 11 per cent terminated. The Office of the High Commissioner also achieved 100 per cent implementation of its 2010-2011 budget, with full utilization of all funds under the final allocation for the biennium. Two new posts (P-3) were authorized under the regular budget for 2010-2011; both were filled. One post was created to service the special procedure mandate on access to safe drinking water and sanitation; the other serviced the Committee on the Rights of Persons with Disabilities. Both posts allowed OHCHR to carry out its mandated servicing activity related to the above-mentioned mechanisms.

(b) Timely recruitment and placement of staff

697. The average time spent to select personnel to fill Professional posts using Inspira was 329 days, according to the human resources management scorecard as at 18 December 2011. The figure is significantly higher than the target; however, it is based on Inspira data reportedly affected by dysfunctionalities.

(c) Identification of emerging human rights issues that require attention by Member States

698. During the interactive dialogue, 97 references were made by States to issues raised in the High Commissioner's report. Such issues as women's rights, migration and discrimination-related matters were referred to in particular.

(d) Enhanced policy coherence in the management of human rights activities of the United Nations

699. During the biennium, 30 human rights policy documents were adopted. These included the human rights due diligence policy; the policy adopted by OHCHR and the Departments of Peacekeeping Operations, Political Affairs and Field Support on human rights in United Nations peace operations and political missions; the early peacebuilding strategy of the Department of Peacekeeping Operations; the strategic framework for the protection of civilians; the operational concept for the protection of civilians; the policy on police security and elections; the framework for ending displacement in the aftermath of conflict; *Marginalized Minorities in Development Programming: A Resource Guide and Toolkit* (a joint initiative of UNDP and OHCHR); *Minority Rights: International Standards and Guidance for Implementation* (prepared in consultation with the Inter-Agency Group on Minority Issues); and *A Guide for Business: How to Develop a Human Rights Policy* and the Human Rights and Business Learning Tool (both produced by OHCHR and the United Nations Global Compact).

(e) Improved geographical representation and gender balance of staff

700. As at 31 December 2011, the percentage of geographical recruitments from unrepresented and underrepresented Member States compared with all geographical

recruitments was 56 per cent and female staff representation in the Professional and higher categories was 53 per cent.

(f) Increased timeliness of submission of documentation

701. The 2010 rate of timely document submission (53 percent) showed improvement compared with the records for the previous biennium, and already exceeded the target to be achieved by the end of 2010-2011. This was the result of internal management decisions aimed at both ensuring accountability in relation to respect for deadlines and strengthening the organizational unit dealing with the submission of documents. OHCHR is committed to continuing to improve in terms of the timely submission of documents.

(g) Deployment of human rights officers at short notice to contribute to the prevention of the continuation of human rights violations in accordance with the mandate of the High Commissioner for Human Rights

702. During 2010, 109 OHCHR staff volunteered to be listed on the rapid deployment roster for the period from June 2010 to June 2011. A total of 45 of those on the roster, who had not received any previous training, were trained on basic and advanced human rights investigations. In total, 95 staff (including externally hired staff) were deployed in 2010-2011 in 10 rapid deployment missions, 6 of which were carried out to support the establishment of the Commissions mandated by the Human Rights Council. In terms of preparedness, OHCHR continues to manage the contingency fund used to support some of the deployments and a stock of equipment reserved for deployments. An evaluation report on all missions financed by the contingency fund was finalized in order to be shared with donors.

(h) Increased exposure to and awareness of OHCHR activities among rights holders

703. A total of 15 op-ed articles covering more than 53 countries in all regions appeared in more than 145 newspapers and other media during the biennium. More than 154,000 web pages were viewed in 2011 alone.

Subprogramme 1
Human rights mainstreaming, right to development, and research and analysis

(a) Human rights mainstreaming

(a) Further integration of human rights aspects into development, humanitarian, peace and security, governance and rule of law programmes and activities of the United Nations system

704. Under the subprogramme, human rights was further integrated through the United Nations Development Group human rights mainstreaming mechanism, which was established in 2009 and is now fully operational. OHCHR supported the mechanism in developing a support strategy for Resident Coordinators, made significant progress in strengthening the human-rights-based approach in humanitarian action, and continues to provide policy guidance and advice with respect to the peacekeeping, civilian protection and rule-of-law tools developed by the Department of Peacekeeping Operations and the Department of Political Affairs. OHCHR, the Department of Peacekeeping Operations, the Department of Political Affairs and the Department of Field Support adopted a joint policy on human rights

for United Nations peace operations and political missions, and OHCHR played a central role in developing the policy on human rights due diligence with regard to United Nations support for non-United Nations security forces. Under the leadership of the Office, a guidance note on the United Nations approach to transitional justice was developed and a report of the Secretary-General on the rule of law and transitional justice was prepared.

(b) Strengthened capacity of the United Nations system, in particular United Nations country teams, to further integrate human rights into their respective programmes and activities and to assist Member States, at their request, in building and strengthening national human rights promotion and protection capacities

705. The subprogramme contributed to the strengthening of the capacity of the United Nations country teams through, inter alia: a training workshop for OHCHR staff on a human-rights-based approach in policymaking and budgetary processes, organized in Geneva; the co-facilitation with the United Nations System Staff College of an inter-agency training workshop on a human-rights-based approach and results-based management, held in Turin, Italy; and specific in-country support with respect to the integration of human rights into national development processes. As a result of those efforts, the United Nations country teams in various countries have stronger capacity to further integrate human rights issues into their work.

(c) Wider knowledge within the entire United Nations system, including United Nations country teams, of relevant human rights issues and their disability and gender dimension

706. Under the subprogramme, leadership was provided for or contributions were made to, inter alia: the formulation and adoption of a new United Nations Development Group guidance note on the rights of persons with disabilities for United Nations country programming; the strengthening of and support for the HuriTALK knowledge network and the United Nations Practitioners' Portal on Human Rights Based Approaches to Programming; the finalization of the updating of the United Nations Common Learning Package on Human Rights Based Approach; and the completion of a training package on a human-rights-based approach and national budget monitoring. In addition, under the human rights mainstreaming mechanism, a number of tools and materials were being initiated in order to further strengthen knowledge about the United Nations system in its human rights and gender dimensions. In the light of the new gender equality policy, OHCHR was chosen to serve as one of the pilots to test the United Nations system-wide action plan on gender mainstreaming coordinated by UN-Women.

(b) Right to development

(a) Further integration of the promotion and protection of the right to development in global partnerships for development and, as appropriate, in the policies and operational activities of relevant actors at all levels

707. The subprogramme contributed to the integration of the promotion and protection of the right to development through activities such as: substantive support for the annual sessions of the Working Group on the Right to Development and its high-level task force; expert consultation on access to medicines; an expert panel,

organized together with non-governmental organizations, on coherence among trade, development and human rights; the participation of the High Commissioner in the WTO Public Policy Forum entitled "Doing it differently: reshaping the global economy"; and a number of activities related to the twenty-fifth anniversary of the Declaration on the Right to Development. As a result of OHCHR efforts in this area, the right to development was further integrated into global partnerships and the relevant policies and operational activities of various actors.

(b) Enhanced awareness, knowledge and understanding of the right to development at all levels

708. Under the subprogramme, awareness and understanding of the right to development was enhanced through such activities as studies undertaken to support work in the areas of access to essential medicines, technology transfer and debt relief and sustainability, as well as trade and finance; the creation of leaflets and information notes on the right to development, including that right as a framework for achieving the Millennium Development Goals, and on financing for development; a number of web articles published on OHCHR web pages; and the numerous activities undertaken in the context of the twenty-fifth anniversary of the Declaration on the Right to Development.

(c) Research and analysis

(a) Strengthened respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by combating discrimination against groups, including but not limited to women, children, persons belonging to minorities, indigenous peoples, persons with disabilities, persons affected by HIV/AIDS, migrants, victims of trafficking and victims of enforced or involuntary disappearances

709. Under the subprogramme, the enjoyment of all human rights and fundamental freedoms by members of the groups referred to was strengthened through such activities as: the roll-out of the *Handbook on HIV and Human Rights for National Human Rights Institutions*; support for national strategic plans on HIV/AIDS and the Global Commission on HIV and the Law; the development of a training module for a human-rights-based approach to migration; the development and finalization of a comprehensive training package on the Convention on the Rights of Persons with Disabilities; expert consultations on policing and minority communities for the Asia-Pacific region (held in Bangkok) and the Middle East (held in Beirut); the initiation and finalization of a handbook for national human rights institutions on indigenous issues; numerous high-level and advocacy interventions by the High Commissioner and the Deputy High Commissioner on women's rights; and two expert seminars on human trafficking.

(b) Strengthened efforts that contribute to the elimination of racism, racial discrimination, xenophobia and related intolerance

710. The efforts carried out in this area were strengthened under the subprogramme through such activities as: the development of a guidance note for the formulation of national action plans; technical assistance in the form of advice, grants and workshops to Benin, Bolivia (Plurinational State of), Burkina Faso, Nigeria and Uruguay; a regional workshop conducted in Addis Ababa on the implementation of

national plans of action; a regional seminar held in Brazil related to the monitoring of racial equality and non-discrimination; a number of high-level panels and events relating to Nelson Mandela International Day, the International Day for the Elimination of Racial Discrimination, and the Human Rights Council; support for the intergovernmental working group on follow-up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance; and support for the Working Group of Experts on People of African Descent. In the context of the International Year for People of African Descent, the first OHCHR fellowship programme for people of African descent was launched.

(c) Enhanced contribution of OHCHR to the effective achievement of the Millennium Development Goals

711. The subprogramme contributed to the effective implementation of the Millennium Development Goals activities through such activities as: substantive contributions to the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals (held in September 2010) leading to explicit references to human rights commitments in the outcome document of the Meeting; the development of a communications and outreach strategy for OHCHR aimed at supporting the Millennium Development Goals; the development and dissemination of key messages on human rights and the Millennium Development Goals; the publication of *Human Rights and the Millennium Development Goals in Practice: A Review of Country Strategies and Reporting*; the development of a publication on Millennium Development Goal accountability as a contribution to the preparations for the post-2015 development agenda; and the strengthening of the partnership established through the Harvard Symposium, organized in cooperation with UNICEF and other partners.

(d) Enhanced legal protection and advocacy for the implementation of all human rights, including economic, social and cultural rights, including at the country level

712. Under the subprogramme, the legal protection of and advocacy for the implementation of all human rights at the country level were strengthened through, inter alia: a guide and advocacy toolkit on the Convention on the Rights of Persons with Disabilities; the submission of a report of the High Commissioner to the Human Rights Council on the realization of economic, social and cultural rights in all countries; the organization of numerous main and side events in the context of sessions of the Human Rights Council; the organization of several expert seminars on, inter alia, adequate housing, land issues, traditional values, maternal mortality and morbidity, access to medicines, disabilities, and older persons; and technical assistance and expert advice provided to stakeholders at the country level.

(e) More effective United Nations assistance to Member States and other stakeholders, at their request, in strengthening the rule of law and democracy mechanisms for the protection of all human rights for all

713. More effective assistance to stakeholders in strengthening rule of law and democracy mechanisms was provided under the subprogramme through various activities, including: technical assistance to, inter alia, Bahrain, Bangladesh, Bolivia (Plurinational State of), Burundi, Colombia, Ghana, Guinea-Bissau, Haiti, Kosovo, Liberia, Malawi, Nepal, Somalia, Tunisia and Uganda; workshops and seminars on

witness protection, impunity and transitional justice, organized in, inter alia, Argentina, Burundi, Colombia, Côte d'Ivoire, the Democratic Republic of the Congo, the Sudan, Togo and Uganda; and consultancies in the thematic area, used to improve training materials and public awareness tools.

(f) Enhanced methodological expertise to implement human rights activities and to provide advice and assistance to Governments and partners within and outside the United Nations system

714. Methodological expertise was enhanced under the subprogramme through various activities, publications, guidelines and tools, such as: activities in the area of knowledge management, including the mapping of needs, resources, practices and approaches; the launching of a knowledge-sharing toolkit for OHCHR staff; the launching of 10 new human rights publications and approximately 40 new translations; the distribution of nearly 250,000 copies of publications; and the inclusion of more than 1,000 new items in the OHCHR Library collection, which currently comprises more than 12,000 items. In addition, the numerous responses made to emerging global issues such as commissions of inquiry and new United Nations-wide policy guidelines required more methodological and policy advice to be provided under the subprogramme.

(g) Enhanced capacity of OHCHR to provide training and advice for promoting human rights compliance with a view to protecting rights-holders at the national level

715. The subprogramme contributed to the enhancement of the capacity of OHCHR to provide training and advice at the national level through such activities as: the finalization of numerous new guidance materials on human rights monitoring as part of the OHCHR Training Manual on Human Rights Monitoring; the development of a glossary of violations of human rights and humanitarian law; several regional, national and Geneva-based training courses organized for OHCHR staff on monitoring and protection skills; and a new training course (conducted in Geneva) on the monitoring of economic, social and cultural rights. While this is ongoing work, the efforts currently being carried out under the subprogramme in this area clearly show a trend of enhanced and stronger capacity for training and advice.

Subprogramme 2
Supporting human rights treaty bodies

(a) Timely delivery of required substantive and technical support to treaty bodies, in order to ensure that their recommendations emanating from the review of States parties' reports are implementable, including as a result of country visits and consideration of individual complaints, where required by treaty bodies

716. The Human Rights Treaties Division continued to support the treaty bodies in their work. Following the welcome entry into force on 23 December 2010 of the International Convention for the Protection of All Persons from Enforced Disappearance, a tenth treaty body was established in 2011. Consequently, the treaty body system has now doubled in size with the addition of new treaty bodies such as the Committee on Migrant Workers, the Committee on the Rights of Persons with Disabilities and the Subcommittee on Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment. There have been increases in the

membership of the treaty bodies, bringing to 172 the total number of experts in 2011 (compared with 116 at the end of 2009). The length of sessions has also been on the rise (68 weeks in 2010, compared with 71 in 2011). In 2010-2011, the Division focused on supporting the treaty bodies in streamlining and harmonizing their working methods.

(b) Timely delivery of required substantive support to States parties related to their participation in more streamlined and harmonized reporting procedures before treaty bodies

717. In 2010-2011, the Division continued to support a number of capacity-building activities and training programmes with States parties. This included Division staff training, at the request of States parties, on guidelines, reporting, individual communications and follow-up to recommendations relating to common core documents and treaties. As a result of such training programmes, conducted throughout the year, human rights mechanisms benefited from detailed information provided at the national level, which in turn led to more concrete and focused recommendations. The Division continued to support the implementation of the follow-up procedures in relation to views and recommendations regarding petitions and the recommendations of treaty bodies. During 2011, six meetings of States parties were held in Geneva or New York, and treaty bodies held four informal meetings with States parties.

(c) Enhanced awareness, knowledge and understanding of treaty body outputs among national and international actors, including through new and effective methods of dissemination, such as better use of the Internet

718. In 2010, agreement was reached with the Government of Switzerland to transfer the Universal Human Rights Index (created in 2008) from an external partner to OHCHR. Furthermore, in 2010-2011 OHCHR began to index recommendations generated through the universal periodic review process. Consequently, the Index is now a research tool with which to find recommendations derived from all human rights mechanisms, made by the treaty bodies and special procedures mandate holders and during the universal periodic review process. External users such as Member States and non-governmental organizations benefit from having easy, accurate and efficient access to documents through the website (with the exception of confidential information). The Division introduced a new weekly update bulletin on the work of the treaty bodies, shared with all treaty body experts and OHCHR staff and, in a synthesized version, with civil society.

(d) Enhanced cooperation with stakeholders at all levels who can benefit from and/or contribute to the work of treaty bodies, including in follow-up to treaty body recommendations

719. In 2010-2011, the Human Rights Treaties Division focused its continued support for the treaty bodies on the streamlining and harmonization of their working methods by facilitating a number of stakeholder dialogues aimed at coming up with ideas and proposals in this regard. The Division facilitated a meeting of national human rights institutions, civil society and States, all of which contributed to the process, including through individual submissions. The Division also organized retreats for treaty body experts in this regard and supported the annual meetings of Chairs.

720. In addition, the Division continued to conduct a number of capacity-building activities and training programmes at the request of regional organizations such as the Council of Europe, United Nations departments, programmes and specialized agencies, academia and civil society. A number of expert workshops were also organized by the Division, especially in the area of children's rights, engaging a number of stakeholders.

Subprogramme 3
Advisory services, technical cooperation and field activities

(a) Enhanced capacity of the United Nations to assist States, at their request, in their effort to translate their international human rights obligations into effective laws, regulations and policies

721. OHCHR provided support to assist States in their efforts to meet international human rights obligations. Among many examples, OHCHR contributed to the incorporation of human rights provisions into the draft constitution of Somalia and into Mexico's constitutional reform, and contributed to the inclusion of effective anti-discrimination measures in the national human rights action plan of Nigeria. In its effort to make the judicial sector more efficient and accountable, the United Nations Joint Human Rights Office in the Democratic Republic of the Congo provided support for a draft code on magistrates' professional ethics. In the Republic of Moldova, OHCHR work resulted in the adoption of key policy instruments (including a national human rights action plan and an action plan for the inclusion of the Roma). With regard to the Arab Spring, OHCHR conducted high-level missions to Bahrain, Egypt, Libya, Tunisia and Yemen immediately after the transitions had begun. In some cases, the missions led to requests that OHCHR establish field presences.

(b) Enhanced institutional capacity development at the national level through engagement with requesting States, to meet the challenges to the full realization of human rights

722. During the biennium, technical advice was provided to a number of countries that had requested support on an appropriate constitutional or legislative framework regarding new national human rights institutions. Advisory services were provided to more than 60 States on the establishment and strengthening of their national human rights institutions, including capacity-building assistance in terms of training, institutional assessment and ongoing technical support. Among many examples, OHCHR conducted a workshop for national human rights institutions in Central Asia. As a result of such assistance, the ombudspersons of Kazakhstan, Kyrgyzstan and Tajikistan submitted requests for accreditation by the International Coordinating Committee of National Institutions for the Promotion and Protection of Human Rights.

(c) Increased outreach in the provision of mutually agreed assistance, including to remote areas, through advisory services and technical cooperation, to promote and protect all human rights

723. OHCHR extended regular advisory services to stakeholders, including Governments, national human rights institutions and civil society organizations on various human rights issues. In particular, this involved providing technical

guidance in terms of human rights issues, comments on draft laws developed by States and the promotion of human rights. In one project, related to technical cooperation and carried out with the South African Human Rights Commission, OHCHR provided a grant for a one-year project aimed at building the Commission's capacity to address discrimination and xenophobia. Through the United Nations Joint Human Rights Office in the Democratic Republic of the Congo, OHCHR engaged in the promotion of women's rights and gender equality through its Nationwide Access to Justice for Victims of Sexual Violence Programme.

(d) *Enhanced support of OHCHR to human rights education and awareness-raising, including at the national level*

724. Various activities enhanced OHCHR support for human rights education and awareness-raising. For example, regional workshops were held with OHCHR regional offices in Bangkok, Dakar, Doha and Pretoria. In Madagascar, training for child protection professionals and the media on human rights monitoring and reporting, and the development of a project to establish a judicial monitors' network among civil society, were undertaken with UNDP, UNFPA and UNICEF. In South Africa, OHCHR strengthened cooperation with higher education and professional training institutions and provided human rights lectures. Higher education institutions in Mozambique and Namibia were urged to extend training and education activities. Training activities for civil society and national institutions on the protection of civilians, the universal periodic review process and the establishment of national human rights institutions were increased in Somalia and other countries. In the Russian Federation, OHCHR developed a human rights master's degree programme. In Mexico, OHCHR launched the "Declare yourself a human rights defender" campaign, comprising a wide range of activities.

(e) *Enhanced capacity of United Nations country teams and United Nations peace missions to assist requesting countries in their effort to develop national human rights protection systems*

725. OHCHR continued to partner with the United Nations in the field, and in particular with the United Nations country teams, through continuous support in the area of human rights. Through its National Institutions and Regional Mechanisms Section, the Office continued to provide advice and support to field colleagues in supporting the establishment of national human rights institutions and in planning activities aimed at the strengthening of such institutions, and in this regard co-organized workshops/seminars with field presences. In 2010, OHCHR and UNDP launched a toolkit for collaboration with national human rights institutions, for use by United Nations country teams in their efforts to support the establishment or strengthening of such institutions. Among many examples, the OHCHR regional office in South Africa participated in the drafting and/or review of United Nations Development Assistance Framework documents in the Comoros, Lesotho, Madagascar, Mozambique, South Africa and Swaziland. On 15 December 2011, OHCHR organized a regional consultation for United Nations country teams on caste-based discrimination in Kathmandu.

(f) Enhanced OHCHR capacity to contribute to the prevention of the continuation of human rights violations in accordance with the mandate of the High Commissioner for Human Rights

726. In June 2010, the Human Rights Council adopted its resolution 14/5, on the role of prevention in the promotion and protection of human rights. In this regard, OHCHR prepared and sent a questionnaire to Member States, national human rights institutions and non-governmental organizations to consult them on the conceptual and practical dimensions of prevention with regard to the promotion and protection of human rights, on the basis of which a workshop was convened on 20 May 2011. The Office's Rapid Response Unit has continued to support and contribute to short-term missions and commissions of inquiry aimed at ensuring accountability and providing technical advice in the aftermath of crises. In addition, in May 2011 OHCHR endorsed an Office-wide strategy and a four-year action plan for its engagement in humanitarian action with a view to making the Office a more predictable, timely and effective actor in humanitarian preparedness and response.

Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms

(a) Prompt and effective provision of substantive, technical and expert support and advice to the Human Rights Council, its subsidiary bodies and mechanisms

727. The year 2010 saw an improvement with respect to the number of documents submitted on time, which had already exceeded the target to be met by the end of the biennium. This was a result of internal management decisions aimed at both ensuring accountability in relation to respect for deadlines and strengthening the organizational unit that managed the submission of documents. OHCHR is committed to continuing to improve in terms of the timely submission of documents. A survey was administered to the 47 States members of the Human Rights Council at its seventeenth session; 40 of them replied to the survey, and 97.5 per cent of those who responded indicated overall satisfaction with the substantive support provided by the Secretariat.

(b) Timely and effective assistance, as appropriate, to States within the framework of the universal periodic review mechanism

728. In order to assist States in preparing their national reports and for their review, the Universal Periodic Review Section continued to organize universal periodic review pre-session briefings. In 2010 and 2011, the Section organized 13 briefings in Europe, Latin America, the Caribbean, Africa and Asia and the Pacific in order to help countries to prepare for review in the Universal Periodic Review Working Group and the plenary of the Human Rights Council. The briefings were attended by Government officials, stakeholder representatives and representatives of national human rights institutions and United Nations agencies. The universal periodic review process has seen 100 per cent participation by States being reviewed, with some 80 per cent represented at the ministerial level, which clearly indicates the degree of importance that States attach to the process. Of the 193 States considered, only 3 did not submit a national report. This full participation was ensured by the political commitment of States and the substantive and technical support extended by OHCHR.

(c) Timely and effective assistance to requesting States to assist them in the implementation of the recommendations they have agreed to in the universal periodic review process, including through the provision of assistance from the relevant universal periodic review trust fund

729. In 2010-2011, OHCHR supported 133 activities related to the universal periodic review at both the country and regional levels, which benefited 51 countries. Of those activities, 22, carried out in 14 countries, were funded by the Voluntary Trust Fund for Financial and Technical Assistance for the Implementation of the Universal Periodic Review. Regional seminars to brief Member States and other stakeholders on the universal periodic review have also been held in Ethiopia, Rwanda, Senegal and South Africa, with support from the Voluntary Trust Fund. The other activities were funded by the Office's general budget, including: (a) disseminating information on the universal periodic review process to States and stakeholders; (b) supporting them in engaging in the process; (c) sharing good practices; and (d) encouraging States to adopt national human rights plans of action and supporting them in doing so. Since 2009, the Voluntary Trust Fund has received $1.4 million in contributions and, as of November 2011, had funded projects amounting to $582,000.

(d) Enhanced support to improve the impact of the work of special procedures mandate holders through the analysis of gaps in the implementation of international human rights standards and timely advice for addressing gross and systematic violations of human rights

730. The Special Procedures Division provided substantive and logistical support to mandate holders, the Coordination Committee of Special Procedures and the Forum on Minority Issues. During 2010-2011, four new additional thematic mandates were established and supported. Also during the biennium, 149 country visits were conducted, 282 reports were submitted to the Human Rights Council and 27 mandates were reported on to the General Assembly. Five joint reports were presented to the Council. During 2010-2011, 1,208 communications were sent to 138 States under the subprogramme; 71 per cent of them were issued as joint communications involving several mandates. By 31 December 2011, States had responded to 41.8 per cent of the communications sent since 1 January 2010.

(e) Enhanced support to the complaint procedure established to address consistent patterns of gross and reliably attested violations of all human rights and all fundamental freedoms occurring in any part of the world and under any circumstance

731. The reports of the Working Group on Communications (two) and the Working Group on Situations (two), as well as their annotated agendas (four), were prepared and issued on time. OHCHR provided substantive support both to working groups and to a closed meeting of the Human Rights Council in examining and addressing the communications.

(f) Enhanced cooperation with stakeholders at all levels who can benefit from and/or contribute to the work of the Human Rights Council, its subsidiary bodies and mechanisms

732. For the Special Procedures Division, working to enhance cooperation with stakeholders at all levels continued to be a priority in 2010-2011. To this end, country visits, expert seminars, consultations and the provision of written or oral information contributed to the strengthening of partnerships with a view to achieving greater implementation of special procedures recommendations. The Division received 658 replies from the Governments of 97 countries in response to communications issued in 2010-2011 and continued its regular exchanges with United Nations agencies, funds and programmes, as well as with the Office's own field presences. Universal periodic review pre-session briefings in 2010-2011 were attended by representatives of 155 stakeholders and 89 United Nations agencies, which enabled them to become better acquainted with the universal periodic review process and ensured the timely submission of 2,171 contributions used in the preparation of 97 summaries and compilations. The inclusion of non-governmental organizations and national human rights institutions in the briefings contributed to their participation in the universal periodic review process.

Section 24
International protection, durable solutions and assistance to refugees

Highlights of programme results

The biennium was marked by a succession of major displacement crises. Conflict and upheaval in Côte d'Ivoire, Libya, Somalia and the Sudan pushed nearly 800,000 refugees into neighbouring countries in 2011 alone. Those crises proved the timeliness of UNHCR investments to enhance emergency capacity. UNHCR deployed 620 emergency staff in 2011, more than twice as many as in previous years, and the volume of core relief items dispatched increased by almost 400 per cent. In the face of such upheaval, finding solutions for refugees was challenging. A total of 197,600 refugees returned home in 2010, the lowest figure for two decades, while 73,000 were resettled. Statistics are not yet available for 2011. UNHCR continued to support the sustainability of returns, local integration projects and regional development efforts to improve living conditions for local communities and displaced persons alike. Comprehensive approaches to solutions were adopted in the Balkans and in strategies for the cessation of refugee status for Angolan, Liberian and Rwandan refugees. Voluntary contributions to the Office's programmes rose throughout the biennium, testifying to the quality of programme delivery and to donor confidence in structural and management reforms.

Challenges and lessons learned

New patterns of displacement linked to urbanization, climate change and food and resource scarcity challenged existing programme capacity. Unresolved conflicts resulted in quasi-permanent and increasingly protracted refugee situations. The Transitional Solutions Initiative, launched in 2010 by UNHCR and UNDP, presented ways forward, but more needed to be done to include displacement needs in the broader development agenda. Despite efforts to strengthen protection capacity and partnerships, incidents of refoulement occurred throughout the biennium, while in some countries populist sentiment among politicians and media led to growing hostility towards refugees, asylum seekers, migrants and minorities. Ensuring the security of staff and partners remained a serious challenge. Pressure on humanitarian space, insecurity in camps and a growing need to support host communities frequently required that staff find alternative methods to provide basic goods and services to persons of concern.

Output implementation rate

733. The above-cited results are based on the implementation of 99 per cent of 124 mandated, quantifiable outputs.

734. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 24)).

Programme
International protection, durable solutions and assistance to refugees

(a) Progress towards achieving durable solutions for refugees and other persons of concern, particularly through enhanced international cooperation

735. UNHCR ensured access to international protection for refugees and asylum seekers, despite the continuing sophistication of non-admission policies affecting them. UNHCR facilitated access and improved refugee conditions by working with States and advocating before lawmakers, judges, civil society representatives and other interested parties. UNHCR also continued to conduct refugee status determination under its mandate in countries that had not yet signed the 1951 Convention relating to the Status of Refugees or where asylum systems were not yet fully functioning. In most countries, formal recognition of refugee status provided the basis for protection and assistance interventions, including the implementation of durable solutions such as resettlement. UNHCR registered 89,000 new refugee status determination applications and issued 61,000 substantive decisions in that regard. International cooperation assisted in the resettlement of 73,000 refugees, while 3.1 million persons of concern to UNHCR, including internally displaced persons, returned to their countries and areas of habitual residence.[102]

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[102] Figures are for 2010. Figures relating to durable solutions implemented in 2011 will be published in June 2012 as part of the UNHCR *Global Trends* report.

(b) International standards of protection are more fully met for all persons of concern to UNHCR, taking into account age, gender and personal background and, in particular, implementation of and compliance with the Executive Committee's conclusions on women and girls at risk and on children at risk

736. UNHCR continued to support the implementation of age, gender and diversity mainstreaming throughout its operations using its Accountability Framework for Age, Gender and Diversity Mainstreaming. An evaluation showed strong commitment to and use of participatory assessment with persons of concern, while lessons learned were being compiled in a forward plan. To improve the protection of women and children, UNHCR issued a strategy note on the reduction of statelessness, which advocated that women and men have equal rights with regard to conferring nationality on their children. UNHCR held an expert round table on asylum seekers and refugees seeking protection on account of their sexual orientation and gender identity, to chart a way forward in enhancing the protection of lesbian, gay, bisexual, transgender or intersex persons fleeing persecution.

(c) Progress towards achieving durable solutions to the many instances of forced displacement

737. The biennium 2010-2011 was the most difficult in two decades in terms of voluntary returns, with only 197,600 refugees being repatriated to their countries of origin. Afghans constituted more than half (118,000) of all returnees in 2010. Other major countries of return were the Democratic Republic of the Congo (16,600), Rwanda (10,900), the Sudan (7,100) and Sri Lanka (5,100). An additional nine countries reported the return home of more than 1,000 refugees. With major conflicts remaining unresolved, UNHCR worked resolutely to ensure continued receptivity towards the four fifths of refugees residing in developing countries. This work included supporting local communities that hosted refugees and promoting conditions for sustainable return, including, where appropriate, increased self-reliance and local integration. Despite those efforts, significant resettlement needs existed and outstripped available capacity by a ratio of 10 to 1. UNHCR worked to establish a new resettlement programme in Hungary, which, once operational, will increase the total number of active and engaged resettlement countries to 24.

(d) Strengthened partnerships with other actors to better enable UNHCR to discharge its mandate to assist refugees and others of concern to UNHCR in a spirit of burden-sharing and international solidarity

738. During the biennium, UNHCR worked to improve its protection and emergency response capacity through enhanced partnerships, particularly in complex emergencies and natural disasters. In particular, the Office strengthened its partnerships with WFP, UNICEF, UNRWA, the Office for the Coordination of Humanitarian Affairs, OHCHR, UNAIDS, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the International Organization for Migration, the Alliance of Civilizations and the International Committee of the Red Cross. Partnerships were also strengthened with regional organizations, including the African Union, ECOWAS, the East African Community, MERCOSUR, the European Union, the Organization for Security and Cooperation in Europe, the Organization of Islamic Cooperation and the Gulf Cooperation Council. The UNHCR-UNDP Transitional Solutions Initiative was a positive example of a strengthened,

multi-stakeholder approach to protracted refugee or displacement situations bridging the gap between relief and development.

(e) Progress in helping host countries in the provision of assistance to refugees and others of concern to UNHCR and in strengthening their local capacity to cope with related issues

739. UNHCR worked with Governments, including lawmakers and judges, and non-governmental organizations to strengthen capacity to register asylum seekers and refugees, assess eligibility for refugee status and facilitate comprehensive solutions. Support for national registration and documentation processes was undertaken in Africa and Asia, with a positive impact on persons of concern, in particular women and children, who thereby gained access to assistance and public services. UNHCR supported new initiatives aimed at strengthening local capacities to manage displacement-related issues in Nepal (a community-based development programme), Pakistan (a United Nations joint initiative for refugee-affected and hosting areas) and Ethiopia (development assistance for refugees). The Office also worked closely with local government and civil society organizations in Moscow and Saint Petersburg, Russian Federation; Cairo; Nairobi; Kuala Lumpur; Desamparados, Costa Rica; and Dushanbe to support and share good practices in protecting and assisting displaced persons in urban areas.

Section 25
Palestine refugees

Highlights of programme results

UNRWA implemented school curricula employed in host countries to facilitate access to secondary and higher education in Government or private schools. In the Syrian Arab Republic, the percentage of success achieved by refugee pupils in the national examinations was higher than that achieved by pupils enrolled in the national school system. The number of medical consultations provided to refugees rose to 10.3 million per year. The *Maternal and Child Health* booklet was fully implemented. The pre-conception care programme, post-abortion care, emergency contraception and gender-based violence screening were integrated into the comprehensive maternal health programme. Policies and guiding documents issued included internal control policies and procedures, a capacity assessment toolkit and a headquarters plan on monitoring tools for 2010-2011. The Refugee Registration Information System was fully functioning in the Agency's five areas of operation. Building on the objectives of the Certified Education Programme, social interventions were implemented in two camps in the Syrian Arab Republic in 2010-2011. With regard to the Agency's microfinance programme, the expansion of its branch office network from 17 offices to 21 was the main achievement during the biennium. The introduction of a women's household credit product in the West Bank and Jordan in 2010 enabled the programme to substantially increase its outreach and the share of women clients in the microfinance portfolio.

Challenges and lessons learned

Education faced austerity measures that affected its ability to respond to students' needs and educational goals. The imbalance between the needs and demands of the refugee population and the human and financial resources available prevented the Agency from addressing unmet priority health needs. There was a need to develop and implement system-wide strategies to address such issues as gender mainstreaming, child disabilities, adolescent health, life skills education and psychosocial health. A significant decrease in donor funding earmarked for food assistance threatened to end the social safety net programme. With the five-year-long crisis in Gaza, the emergence of a second crisis front in the Syrian Arab Republic in 2011 presented the management of the programme with new and serious challenges.

740. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 25)).

Subprogramme 1
Education

(a) Improved quality of education provided to the Palestine refugee population at all levels and increased coverage and access to educational facilities

741. By the end of December 2010, the number of pupils enrolled in the 700 UNRWA schools had increased to 485,374. The pupil pass rate reached 94.6 per cent in the 2009/10 school year. The employment rate for training centre graduates was 76.81 per cent (2009). More than 150 education facilities were constructed or renovated. The total number of teaching staff was 18,972, and non-teaching staff reached a total of 3,206.

(b) Adapted and improved course content and curricula in both the general and technical education programmes to match developments in host countries

742. All changes to curricula introduced by the host authorities were adapted and implemented in UNRWA schools and at vocational training centres. The necessary training for concerned staff was also organized and conducted.

(c) Adapted and improved course content and curricula in vocational training institutions to meet changing market conditions

743. The Agency's vocational training institutions introduced new courses and eliminated obsolete ones to meet local market demands. Approximately 40 short-term courses (for more than 1,000 trainees) were organized and implemented at the vocational training centres to prepare young Palestinian refugees for the demands of the labour market. Competency-based training was introduced.

Subprogramme 2
Health

(a) Reduced infant and maternal mortality from preventable causes related to pregnancy and childbirth, with special emphasis on reduction of neonatal mortality

744. The percentage of pregnant women who registered during the first three months of pregnancy increased from 74.8 per cent to 75.9 per cent by the end of 2011; the percentage of infants delivered by trained personnel reached 100 per cent. Maternal and child health services contributed to a significantly lower infant mortality rate. According to an UNRWA study, the infant mortality rate held steady at 22 per 1,000 live births. In total, 23 maternal deaths were recorded in the Agency's five areas of operation in 2010; in 2011, 22 maternal deaths were recorded.

(b) Reduced morbidity, disability and mortality from communicable and non-communicable diseases

745. Immunization coverage against vaccine-preventable diseases of infants and children was maintained above the level recommended by WHO reflecting optimal coverage (95 per cent). There was a 6 per cent increase in the number of patients with non-communicable diseases receiving care, and the detection rate with respect to late complications among such patients increased from 11.5 per cent to 12.6 per cent. The documented increase was likely the result of improved detection skills. A risk-scoring system was maintained at all health centres for patients with non-communicable diseases.

(c) Improved environmental sustainability in refugee camps and improvement of safe indoor water facilities

746. The percentage of camp shelters connected to underground sewerage systems was reduced to 87 per cent by the end of 2008 as a result of damage to the sanitation infrastructure in Gaza and the Nahr Bared camp in Lebanon. A total of 46 out of the 58 camps are now connected to municipal water systems, whereas 99.8 per cent of shelters inside camps have indoor water connections to communal systems.

(d) Streamlined health policies and service standards to conform with those of the host authorities

747. The current partnership agreements with the host authorities were maintained on immunization, tuberculosis control, the surveillance of HIV/AIDS, the laboratory surveillance of communicable diseases of concern to public health officials, the distribution of vitamin supplements to schoolchildren, the distribution of family planning supplies and the early detection of congenital diseases.

Subprogramme 3
Relief and social services

(a) Improved social safety net provision for the lowest income refugee families

748. During the biennium, approximately 75,025 special hardship case families were assisted through 2,196,587 food parcels and cash subsidies. For families living below the abject poverty line, a total of $19,092,179 in family income supplements was distributed to an average of 80,947 eligible persons in the Gaza Strip and the

West Bank. An estimated 7,830 refugee families facing acute financial or humanitarian emergencies were assisted through cash grants totalling $2,202,714. A total of 903 rehabilitated shelters served 927 families, of which 709 were special hardship cases. This brought the total percentage of families with special hardship case status benefiting from rehabilitated shelters to 31.7 per cent of the overall housing needs identified in the Agency's areas of operation in 2005.

(b) Enhanced well-being of disadvantaged Palestine refugees

749. The community managed fund is a financial tool designed to transfer capital to poor communities, with three main objectives: (a) supporting the financial sustainability of community-based organizations; (b) providing refugees with access to credit opportunities; and (c) enhancing the financial abilities of refugee women. In 2010, the Department of Relief and Social Services provided further support to community-based organizations by designing internal control policies and procedures to enable such organizations to manage the funds that they receive on the basis of best practices. The Department trained counterparts in the Agency's areas of operation who will train workers and loan officers of community-based organizations on the application of internal control policies and procedures. In 2010-2011, the number of credit opportunities administered by community-based organizations through community managed funds increased from 5,707 to 7,730.

Subprogramme 4
Microfinance and microenterprise

(a) Continued interaction with alternative service providers

750. During the biennium, the Office of the Director of the Microfinance Department had more than 170 engagements with alternative service providers, host Governments, donors, technical experts and other relevant stakeholders.

(b) Increased business and income-generating opportunities

751. During the biennium, UNRWA financed 73,690 loans, valued at $88.77 million. Although the Agency did not meet its projected targets, it continued to grow significantly and to exceed the outcomes achieved during the previous biennium. The fact that the progress made was slower than expected is attributable mostly to external factors, including the ongoing economic siege of Gaza and the emerging political and economic crisis in the Syrian Arab Republic during the second half of the biennium. However, the financial position of the Agency continued to improve, as did its outreach to women and youth, key elements of its social performance management framework.

(c) Improved development of the capacity of women micro-entrepreneurs

752. During the biennium, UNRWA financed 23,443 loans to women micro-entrepreneurs, valued at $16.89 million, almost doubling the results of the previous biennium. The introduction of the women's household credit product in both Jordan and the West Bank, together with the extension of new branches of the Microfinance Department in the Syrian Arab Republic and the West Bank, helped to achieve this result. While the programme exceeded its target with regard to the financing of women micro-entrepreneurs, it was not able to reach the biennial target of 27,000 loans owing to the crisis situation that emerged in the Syrian Arab Republic.

Section 26
Humanitarian assistance

Highlights of programme results

The biennium was marked by three major emergencies: the Haiti earthquake and the Pakistan monsoon floods in 2010 and the Horn of Africa drought in 2011. Each of these put to the test the achievements of humanitarian reform and underscored the importance of strong leadership and coordination. As a result, the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator led the Inter-Agency Standing Committee in taking robust steps to improve the humanitarian response to large-scale emergencies and apply lessons learned. The Office for the Coordination of Humanitarian Affairs has already begun to implement reforms that will strengthen humanitarian leadership, accountability and coordination. The Central Emergency Response Fund continued to provide a rapid and reliable source of funding, with the flexibility to respond to a diverse and challenging range of humanitarian emergencies. Internally, the Office brought consistency to its global presence by defining roles and responsibilities for its field operations. A framework now exists for the governance of the Office's operations before, during and after emergencies, owing to policy guidance issued on the role of its regional and country offices and on the Office's role in facilitating preparedness and transition. In 2010 and 2011, the Office piloted and rolled out the gender marker, a tool for the effective tracking of gender allocations in humanitarian projects.

Challenges and lessons learned

Events that occurred during the biennium showed the need for decisive leadership, teamwork and a strong sense of priorities and purpose, in particular with respect to the increasing number of humanitarian actors in major emergencies. Funding requirements for humanitarian assistance rose by $3.3 billion compared with the previous biennium. Although Consolidated Appeals Process funding also reached a record in absolute terms, unmet needs were greater than ever. A remaining concern was the major funding imbalances among sectors. While the Central Emergency Response Fund window for underfunded crises had an important levelling effect in terms of the discrepancies, funding in relation to requirements per sector revealed large differences. Central Emergency Response Fund fundraising efforts did not meet the $450 million target in 2010 or 2011, owing mainly to currency fluctuations.

Output implementation rate

753. The above-cited results are based on the implementation of 100 per cent of 603 mandated, quantifiable outputs.

754. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 26)).

Executive direction and management

(a) Programme of work is effectively managed and supported within the available human and financial resources

755. Following the United Nations contractual reform, the Office for the Coordination of Humanitarian Affairs launched its roster management system by circulating field positions through Galaxy/Inspira. The establishment of roster candidates permitted expeditious recruitment for field positions, particularly during the Pakistan crisis in 2010. During the biennium, the Office filled some 40 per cent of all field positions through a combination of external candidates and internal staff movements. While managing a substantially larger workforce, the Office lowered its average vacancy rate across its field locations, from 20 per cent in 2010 to 15 per cent by mid-2011. Building on this achievement, the Office seeks to address its broader human resources challenges by implementing a coherent approach to the sourcing of talent and the development of staff capacity.

(b) Ensure policy coherence in the management of the United Nations multidimensional activities in peace, security, peacekeeping and humanitarian assistance and coordination

756. To ensure policy coherence in the management of United Nations multidimensional activities in peace, security, peacekeeping and humanitarian assistance and coordination, the secretariat of the Inter-Agency Standing Committee and of the Executive Committee on Humanitarian Affairs supported four regular meetings of the Standing Committee Principals and six regular meetings of the Standing Committee Working Group, which covered important policy issues, including the accountability of humanitarian leadership, humanitarian space and integration, safety and security, and needs assessments. In addition, the secretariat supported ad hoc meetings of the Principals in response to the expulsion of non-governmental organizations in the Sudan, the question of integration in Somalia, the earthquake in Haiti and the extensive flooding in Pakistan.

Subprogramme 1
Policy and analysis

(a) Improved coordination within the United Nations system in response to disasters and emergencies

757. The Office's Policy and Development Studies Branch supported inter-agency efforts to ensure that integrated approaches to emergency responses were taken into account. In addition, through its work in the integrated mission planning process, the Branch ensured that humanitarian principles were safeguarded in the development of system-wide guidance related to integrated strategic frameworks and strategic assessments as well as in various Headquarters and field guidelines related to integration.

(b) Improved planning, monitoring and accountability during disasters and emergency situations, including the transitional phase from relief to development

758. The Office for the Coordination of Humanitarian Affairs coordinated humanitarian system-wide evaluations of the cluster system and the international response to Haiti, providing detailed lessons for improved future performance. It continued to lead the inter-agency effort to develop tools and guidance related to common needs assessment, which were being implemented in several emergency contexts. In addition, the Office finalized its policy instruction on evaluations, to ensure more strategic use of both internal and external evaluations and to increase compliance with applicable norms and standards.

(c) Improved capacity by United Nations humanitarian coordinators for the protection of civilians

759. The Office finalized and delivered, with the input and collaboration of other humanitarian actors, training courses on "humanitarian diplomacy" with a focus on situations of armed conflict and the protection of civilians, involving an extensive simulation exercise. Upon each new deployment, Humanitarian Coordinators are briefed by the Displacement and Protection Support Section so that they can acquire familiarity with the support available in the field. Direct support for Humanitarian Coordinators was provided through the provision of context-specific guidance on international law, policy considerations and response options to address the protection of civilians in the Occupied Palestinian Territory, Pakistan, Somalia, Sri Lanka and Yemen.

Subprogramme 2
Coordination of humanitarian action and emergency response

(a) Provision of timely and coordinated support to all United Nations operational agencies engaged in the response to humanitarian emergencies

760. The Office for the Coordination of Humanitarian Affairs provided timely and coordinated support through its network of country and regional offices. In response to both natural disasters and complex emergencies, the Office deployed at least 111 staff through its internal emergency response roster surge mechanism to either support one of its existing offices, establish a new presence or provide direct support to a Resident Coordinator/Humanitarian Coordinator office. More than 85 per cent of those deployments were carried out within five days. In all three major emergencies of the biennium — the Haiti earthquake in January 2010, the Pakistan floods in July 2010 and the Somalia/Horn of Africa famine in July 2011 — the appropriate Office for the Coordination of Humanitarian Affairs and Resident Coordinator/Humanitarian Coordinator offices were scaled up to coordinate the humanitarian response of United Nations operational agencies and partners.

(b) Increased availability of extrabudgetary resources for humanitarian activities

761. During the biennium 2010-2011, extrabudgetary resources for humanitarian action increased compared with the previous biennium. Total reported international humanitarian funding was $24.7 billion in 2010-2011, versus $21.6 billion in 2008-2009. In 2011, requirements declined compared with 2010, a year that saw two high-profile natural disasters (the Haiti earthquake and the Pakistan floods). Similarly, funding for the consolidated and flash appeals managed by the Office for

the Coordination of Humanitarian Affairs rose during 2010-2011, to $12.7 billion, versus $12.0 billion in 2008-2009. In proportion to requirements, funding in the biennium 2010-2011 was slightly off the pace of the previous biennium (63 per cent, versus 71 per cent), but that is to be understood in the context of significantly greater requirements.

(c) *Progress in mainstreaming a gender perspective in humanitarian assistance*

762. In 2010, the Office piloted the use of a new tool, the gender marker, which facilitates the tracking of gender allocations in humanitarian projects and promotes gender equality results. It responds to demands from the Security Council, the General Assembly and the humanitarian community for the tracking of allocations for gender and for ensuring that humanitarian action meets the distinct needs of female and male beneficiaries equally. The gender marker aligns with recent initiatives by the OECD Development Assistance Committee, UNDP and UNICEF. In 2011, the gender marker was successfully rolled out in 16 Consolidated Appeals Process countries and 6 countries with pooled funds. The number of projects addressing gender equality rose by 300 per cent.

(d) *Humanitarian actions by the United Nations system are properly coordinated and integrated with political, security and peacekeeping initiatives*

763. In the latter half of 2010 and in 2011, efforts were focused on the roll-out and implementation of policies and the development of a study on integration and humanitarian space commissioned by the Integration Steering Group. At Headquarters, the Office for the Coordination of Humanitarian Affairs was an active member of the Integrated Mission Planning Process Working Group and a member of the Integration Steering Group, at the principal and working levels. Support was provided to Humanitarian Coordinators, humanitarian country teams and country offices of the Office for the Coordination of Humanitarian Affairs. The Office participated in all country-specific Headquarters-based Integrated Mission Task Forces and working groups. Throughout the reporting period, the country and regional offices of the Office also actively supported their respective United Nations country teams in updating national contingency plans to better prepare for and respond to humanitarian crises.

(e) *Timely and coordinated use of the Central Emergency Response Fund in countries with new and protracted emergencies activities*

764. Owing mainly to currency fluctuations, fundraising efforts for the Central Emergency Response Fund did not meet the $450 million target in 2010 or 2011, with $432 million and $438 million being pledged, respectively. Over the course of the biennium, the Fund funded 885 projects in 60 countries, amounting to $805 million. Of that figure, $282 million went towards underfunded crises through a process that allowed Humanitarian Coordinators and country teams to target the funds to the neediest sectors and most urgent projects. On average, the period of time from the receipt of the final grant request submission from the Resident Coordinator/Humanitarian Coordinator to the approval of the Emergency Relief Coordinator was three working days, with projects submitted under the rapid response window being approved slightly more quickly than those submitted under the underfunded emergencies window. The length of this period is particularly relevant,

as agencies often use internal reserves or reprogramme existing funds to cover the time between Central Emergency Response Fund funding approval and disbursement.

Subprogramme 3
Natural disaster reduction

(a) Increased national capacities for reducing disaster risk

765. The long-term engagement, advocacy and technical support provided by the Inter-Agency Secretariat of the International Strategy for Disaster Reduction to Governments and partner organizations resulted in the formal endorsement of disaster risk reduction as a necessary tool for climate change adaptation. Seventeen countries formally recognized disaster risk reduction and took concrete action to use it for adaptation to climate change. The Inter-Agency Secretariat also worked to integrate disaster risk reduction and climate change adaptation into the United Nations Development Assistance Frameworks of 31 high-risk countries, which were in their planning cycle for 2010-2011 and beyond. During the biennium, major steps were taken towards broadening the disaster risk reduction agenda beyond the humanitarian sphere into the development and poverty reduction areas. The campaign "Making cities resilient: my city is getting ready", for example, was able to generate individual pledges to improve the safety of more than 138,000 schools and hospitals globally. The Inter-Agency Secretariat delivered these outcomes through focused advocacy among Government officials and technical experts, the provision of technical support and targeted knowledge products.

(b) Increased awareness and commitment to implementing the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters

766. During the 2010-2011 reporting cycle, 133 countries reported through the Hyogo Framework for Action monitor on the progress made towards the implementation of the Framework, with 11 intergovernmental organizations participating in the subregional review of the Framework process. The *Global Assessment Report 2011*, completed with contributions from more than 90 Governments and regional organizations and 85 independent bodies, was launched in May 2011. A total of 11,000 copies of the report have been distributed. The online version of the report has received almost 10,000 visits since its launch. Heightened awareness and commitment was also reflected in the increased number of participants at the third session of the Global Platform for Disaster Risk Reduction (2,600 in 2011, up from 1,300 at the second session, in 2009), held in May 2011 in Geneva, which brought together heads of State, ministers and private sector representatives. Also during the biennium, the Special Representative of the Secretary-General for Disaster Risk Reduction made visits to 94 countries to discuss the mainstreaming of disaster risk reduction into international sustainable development programmes.

(c) Increased national capacities for post-disaster recovery planning at all levels

767. PreventionWeb continued to be the unique information and communication tool enabling disaster risk reduction professionals to directly receive climate-related information; more than 1,500 new items related to climate change were published during the reporting period. The Inter-Agency Secretariat of the International Strategy for Disaster Reduction produced 25 global knowledge products and tools

during the biennium, including the *Global Assessment Report on Disaster Risk Reduction 2011*, and supported 20 Governments in integrating disaster risk reduction into their national programmes. In May 2011, the integration of the World Reconstruction Conference, hosted by the World Bank, into the Global Platform for Disaster Risk Reduction, brought the issue of post-disaster recovery and reconstruction to the attention of the participants and resulted in firm commitments expressed in the Chair's summary on future action, including the development of a reconstruction framework for the improved coordination and effective integration of disaster risk reduction into post-disaster processes. Nine guidance notes emphasized lessons learned and good practices from global recovery operations and provided a menu of options for action.

(d) Increased level of donor support for disaster reduction and recovery programmes and projects

768. During the biennium, the United Nations Trust Fund for the International Strategy Disaster Reduction counted 24 donors providing voluntary funding to the biennial work programme of the Inter-Agency Secretariat of the International Strategy for Disaster Reduction, for a total of $53.6 million. Non-earmarked funding represented approximately 46 per cent of the total funding received in 2010-2011. The Inter-Agency Secretariat seeks increased unconditional support for core funding over longer time frames, which would give it more flexibility to achieve workplan strategic objectives. The predictability of funding has improved, with various countries making substantial multi-year commitments. A number of donor instruments were subject to an official development assistance eligibility requirement. At their annual meeting in June 2010, the Development Assistance Committee of OECD agreed to include the Inter-Agency Secretariat in its list of organizations eligible for official development assistance. This decision conferred such eligibility on the Inter-Agency Secretariat and permitted donors to provide support for core costs.

Subprogramme 4
Emergency support services

(a) Prompt mobilization of international emergency response mechanisms and tools to facilitate international humanitarian assistance to victims of disasters and emergencies, including the identification of resource requirements and timely dissemination of information

769. The United Nations Disaster Assessment and Coordination Team carried out 14 disaster response missions in 2010-2011. All emergency response missions of the Team were deployed within 48 hours of the submission of the request, in accordance with standard operating procedure. In 2010, the Logistics Support Unit of the Office for the Coordination of Humanitarian Affairs arranged for the delivery of 12 consignments of relief goods to nine disaster-affected countries, amounting to a total of approximately 250 metric tons valued at $2.4 million. The Unit also monitored and disseminated information regarding a number of logistical issues. In 2010, the Office, with the cooperation of the logistics cluster, launched Global Mapping of Emergency Stockpiles, an interactive web-based tool displaying information about emergency relief warehouses managed by international humanitarian organizations. The aim of the tool is to assist affected countries and humanitarian relief agencies in the identification and deployment of emergency relief items that are needed in the response to the needs of affected populations in the event of emergency.

(b) Enhanced capacity and preparedness of national and international emergency/disaster management networks and partnerships in order to respond to disasters and emergencies

770. The United Nations Disaster Assessment and Coordination Team continued to work closely with its partners in emergency response and to deploy disaster preparedness missions and facilitate awareness training. During the reporting period, the Office for the Coordination of Humanitarian Affairs and the World Customs Organization signed a memorandum of understanding to enhance their collaboration and reinforce assistance provided to World Customs Organization member States for the setting-up and promotion of customs facilitation measures for relief consignments. In 2010, the Global Disaster Alert and Response Coordination System further strengthened its relationship with stakeholders through the establishment of a steering committee. The System provided automatic alerts of major sudden-onset disasters and emergencies and was used extensively by international disaster responders to exchange information and coordinate international assistance in 18 disasters and emergencies (including the Haiti earthquake and the Pakistan floods). In 2010, the number of disaster managers who subscribed to the System's online coordination platform increased by 20 per cent to a total of 12,000.

Subprogramme 5
Humanitarian emergency information and advocacy

(a) Enhanced awareness and regard for humanitarian principles and concerns

771. During the biennium, the Office for the Coordination of Humanitarian Affairs strengthened its advocacy on behalf of communities affected by conflicts or natural disasters. The Emergency Relief Coordinator delivered more than 60 speeches on awareness of humanitarian principles and concerns. Social media activities were enhanced through the 2011 launch of corporate Twitter accounts for the Coordinator and the Office. The Office's newly launched Facebook page had more than 11,000 followers and attracted up to 15,000 views. The website of the Office was revamped in 2011 and has generated more than 1.1 million page views since its launch in April 2011. The Office's two principal advocacy and early warning platforms, the Integrated Regional Information Network and ReliefWeb, also increased their readership during the biennium. ReliefWeb posted 81,000 documents from 4,500 humanitarian sources, and the Network produced more than 3,000 original articles.

(b) Strengthened information management based on common standards and practices

772. In November 2010, the Inter-Agency Standing Committee endorsed the Guidelines on Common Operational Datasets in Disaster Preparedness and Response, aimed at helping national authorities and humanitarian organizations to exchange critical data and thereby improving the effectiveness of humanitarian response. In 2011, the Office for the Coordination of Humanitarian Affairs worked with humanitarian partners to field-test such datasets, with an anticipated roll-out in 20 countries in 2012. New technologies to facilitate faster and more efficient collection and sharing of data were also explored in 2011 and field-tested in several pilot countries.

Section 27
Public information

Highlights of programme results

The Department of Public Information increased the reach of its print, radio and television communications products and activities, including through social media. As a result, the United Nations YouTube channel registered more than 4.5 million video views and had more than 18,000 subscribers; the number of pickups of the daily news and feature material provided by the UNifeed distribution system increased three fold compared with the previous biennium; and the United Nations Flickr photostream had surpassed 1 million views by 2011. The Department also led major United Nations system communications campaigns on such themes as the Millennium Development Goals, development in Africa, climate change and the least developed countries, which resulted in an increase in balanced/favourable United Nations coverage. The Department strengthened its outreach to traditional general public and civil society audiences, especially youth. The UN4U and Global Model UN programmes reached more than 16,000 students worldwide. Concerted efforts to expand and develop new partnerships attracted more than 770 international institutions of higher education and research through the United Nations Academic Impact initiative. In addition, the Department improved its capacity to evaluate website viewership data by implementing an industry-standard tracking system that yields detailed analysis of users' geographic locations and usage patterns. Hence, 2011 figures set new website viewership benchmarks for the Department.

Challenges and lessons learned

Significant concerns about the reliability and validity of website data led the Department to overhaul its online tracking system to improve the accuracy of both qualitative and quantitative data.

Renovations under the capital master plan continued to pose a challenge by limiting the availability of meeting venues for outreach activities, given that alternative venues were not always sufficiently close to audiences or adequate in size. The Department undertook continuous efforts to work with clients and mitigate declines in satisfaction levels.

Output implementation rate

773. The above-cited results are based on the implementation of 94 per cent of 218 mandated, quantifiable outputs.

774. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 27) and Corr.1).

Executive direction and management

(a) Timely recruitment and placement of staff

775. The Department is taking concerted action to reduce the number of days spent in filling a vacant Professional post. The Department met the target of an average of 225 days in 2011 and fell short by only 4.5 days for the biennium, showing a progressive reduction in the number of days for which posts remained vacant, from 275 days in 2009 to 229.5 days in 2011. The Department continues to improve in terms of the oversight of vacancies in order to meet its target in that regard.

(b) Improved geographical representation and gender balance of staff

776. The Department maintained or exceeded its geographic representation and gender balance targets. It exceeded its target for geographic representation by reaching 66.7 per cent (as compared with 18 per cent in the previous biennium). The Department maintained its gender balance, with a figure of 53.1 per cent. Of all selections made at the Professional level, 54.5 per cent were female, together with 66.7 per cent of selections at the D-1 level. This gave the Department a 50.8 per cent female representation rate for posts at the P-5 and higher levels.

(c) Increased timeliness of submission of documentation

777. The Department submitted all of its official documents, such as reports of the Secretary-General and documents for the Committee on Information and the Special Political and Decolonization Committee, on or before the set deadlines. This was achieved by keeping to timelines that had been agreed in advance with subprogramme focal points.

(d) A strengthened culture of communication and coordination in public information within the Secretariat and among United Nations system partners

778. The United Nations Communications Group, a United Nations system-wide organization chaired by the Department of Public Information, remains a central platform for the strengthening of communications. A clear majority of participants agreed that the two annual meetings held during the biennium were relevant to their organizations' activities. The meetings provided a forum in which to exchange communication strategies on priority themes such as the Millennium Development Goals at the national, regional and local levels and to address the impact of global economic and financial conditions and the use of social media platforms within the United Nations system.

Subprogramme 1
Strategic communications services

(a) Improved quality of media coverage on the thematic priority issues

779. The Department implemented major campaigns on three priority themes: climate change, the Millennium Development Goals and the least developed countries. Large-scale media monitoring and analysis projects were undertaken. A total of 13,350 media clippings were analysed for the campaigns. Analysis showed that the United Nations was a key actor in driving coverage of priority themes and related events, and the Organization was featured in a balanced or favourable light in the majority of the clippings analysed. For example, the 2010 media analysis of

the Millennium Development Goals Summit found that a high-visibility, low-risk communications strategy that had positioned the United Nations as a stage for the negotiations, rather than as an actor in the outcome, had proved successful.

(b) The objectives of key United Nations initiatives and events are supported and advanced

780. Communications support for and media promotion of key United Nations initiatives continued to elicit positive client ratings, as 96 per cent of clients expressed satisfaction with Department of Public Information communications programmes. In addition to the daily amplification of the Organization's broader messages, social media tools were used in a targeted manner for several campaigns, including, for the International Day of Peace, "What are you doing for peace?"; the Secretary-General's initiative on women's and children's health; and the launch of the initiative "The Future We Want" for the United Nations Conference on Sustainable Development. Social media coverage of the Millennium Development Goals Summit in 2010 and the United Nations Conference on the Least Developed Countries in 2011 included live tweets from events, Facebook updates and Flickr behind-the-scenes photo galleries. In November 2011, the United Nations peacekeeping website, hosted by the Department of Public Information, reached a milestone with 700,000 page views.

(c) Improved understanding at the local level of work carried out by the United Nations

781. Through its United Nations Information Centres, the Department of Public Information educates audiences at the local level and contributes to increased understanding of the work of the United Nations. The Centres' websites, which provide information in five official languages (Arabic, English, French, Russian and Spanish) as well as in 29 local languages, reached an average of 2.9 million monthly page views during the biennium. Survey results from Centre briefings showed that in 2011, 71 per cent of respondents believed that attending a briefing had improved their understanding of the United Nations and 83 per cent believed that the programme had been effective in improving their understanding of the subject matter. The Centres continue to expand their use of social media and networking, reflecting the wider use of these tools by the public at large and by younger audiences in particular.

Subprogramme 2
News services

(a) Increased utilization by media organizations and other users of news, information and related multimedia products about the United Nations

782. The Department increased its reach to media organizations and other clients during the biennium. The number of radio and television stations broadcasting United Nations programmes rose to 594, covering 149 countries. While strong emphasis on the traditional means of delivery was maintained, alternative online/mobile platforms and social networking were capitalized on in order to reach more diverse and younger audiences. Significant increases in downloads of television programmes were driven mainly by the popularity of UNifeed daily news packages. Social media sites also experienced exponential growth. For example,

Flickr reached more than 1.5 million cumulative views, half of which were recorded in 2011. The average number of monthly page views on the United Nations website reached 12 million in 2011.

(b) Timely access for news organizations and other users to daily meeting-coverage press releases, television packages, photos and other information products

783. Overall, the Department was close to meeting the target of producing and distributing 90 per cent of outputs on or before the set deadline. One hundred per cent of United Nations Television and Video live coverage of and news reports on meetings and events at Headquarters were distributed on the day of the event covered, despite challenges presented by the renovation of the complex under the capital master plan. Both photo and meetings coverage faced staffing issues throughout the reporting period. Despite those challenges, 84 per cent of press releases continued to be distributed or posted online within two hours of the end of meetings, and the percentage of photos processed and published on the same day increased from 75 per cent in 2010 to 84 per cent in 2011. This is a notable increase, considering that the number of photos to be processed increased by 35 per cent during the reporting period.

Subprogramme 3
Outreach and knowledge-sharing services

(a) Strengthened and expanded relationships with partners

784. The Department exceeded the biennial partnership target by approximately 600 partners. The strongest increase came from 770 new partners from United Nations Academic Impact, and the Dag Hammarskjöld Library continued its cooperation with close to 400 library partners worldwide. Efforts to expand the geographic diversity of associated non-governmental organizations resulted in 40 new non-governmental organization partners from the Asia-Pacific region and 15 new partners from the European region. A total of 322 inactive non-governmental organizations were formally disassociated from the Department, leaving a total of 1,293 associated non-governmental organizations. The subprogramme successfully reached out to students at the second and third United Nations Annual Global Model UN Conferences, engaging 831 youth leaders worldwide. The Secretary-General's Creative Community Outreach Initiative led to the prominent placement of the Organization's issues in high-profile entertainment projects.

(b) Increased awareness of outreach and knowledge-sharing services and products

785. The Department continued to improve the quantity and quality of its websites in order to attract and maintain clients. Additionally, the Annual Global Model United Nations and non-governmental organization conference websites were updated to showcase the 2011 conference themes. Average monthly page views on the subprogramme's websites reached close to 4 million. Actions to further enhance iSeek as an internal communications tool for the global Secretariat included moving towards a more robust and flexible content management system to improve the ability of departments to communicate with staff, and the strengthening of the role of the iSeek editorial board to include the consideration of general policy and strategic issues. The Department also engaged stakeholders through direct outreach activities and programmes such as conferences, briefings and presentations.

Section 28A
Office of the Under-Secretary-General for Management

Highlights of programme results

Strengthening accountability and emphasizing the delivery of results were at the core of the programme performance of the Office of the Under-Secretary-General for Management. To strengthen the culture of accountability across the Secretariat, the Office launched a portal on the intranet, "Accountability A to Z", that provides practical guidance on accountability in the workplace. The Office also developed a comprehensive enterprise risk management and internal control policy for the Secretariat and piloted enterprise risk management implementation in two selected departments. Increased attention to oversight issues resulted in a positive trend in terms of the implementation rates of recommendations in the Secretariat. The Management Evaluation Unit built strong credibility through the consistent review of contested decisions. Approximately 45 per cent of staff members whose contested decisions were upheld by the Unit did not file cases with the Dispute Tribunal. The enterprise resource planning project, Umoja, continued in its transition from the design to the build phase; its full deployment is now projected for the end of 2015. Leadership provided by the Office of the Under-Secretary-General resulted in significant progress in the implementation of the capital master plan. This included the completion of a new electrical vault, the structural reinforcement of the Conference Building and the finalization of the restacking plan for the occupancy of the Secretariat Building. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted in accordance with the programmes of work of the Committees and in a procedurally correct manner. The Headquarters Committee on Contracts increased its efficiency in reviewing the contract awarding process, exceeding its target of 7.5 days for reviewing contracts by averaging 5.8 business days for review. The Office also continued its comprehensive communication activities to inform its audiences about the Department's work and reform activities under its purview.

Challenges and lessons learned

The challenges encountered in the implementation of Umoja resulted from the sheer magnitude and complexity of the task at hand. As a result, more time than anticipated was required for analysing current systems, for design and for gaining acceptance of the new business processes. The phased implementation was broken down into two phases, Umoja Foundation and Umoja Extension, with priority given to the processes supporting IPSAS. The Management Evaluation Unit faced an almost 100 per cent increase in its caseload in 2011 compared with 2010, without an increase in its regular resources. The Office also recognized the need to strengthen its client orientation and identified many opportunities to streamline workflows, simplify processes and engage clients in direct dialogue.

Output implementation rate

786. The above-cited results are based on the implementation of 100 per cent of 882 mandated, quantifiable outputs.

787. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 28A)).

Executive direction and management

(a) The programme of work is effectively managed

788. The Under-Secretary-General for Management focused on strengthening of the client orientation of the Department of Management. The Office of the Under-Secretary-General effectively delivered 100 per cent of the planned outputs. The Under-Secretary-General represented the Secretary-General at meetings of the intergovernmental bodies on administrative and financial issues. The Office played a lead role in discussions held with coordinating bodies of the United Nations system, i.e., CEB and the High-level Committee on Management, and maintained liaison with the host Government, non-governmental organizations and other international entities on management- and resource-related issues.

(b) Improved geographical representation and gender balance of staff

789. Fifty-two per cent of new recruits in the Office of the Under-Secretary-General for Management during the biennium 2010-2011 were candidates from unrepresented and underrepresented Member States. Female candidates constituted 62 per cent of all new recruits. In addition, 100 per cent of P-2 posts funded by the regular budget were filled by national competitive recruitment examination candidates. By 31 December 2011, overall female staff representation in the Office of the Under-Secretary-General for Management in the Professional and higher categories was as follows: 53 per cent (P level) and 73 per cent (D level).

(c) Enhanced policy coherence in the management of the activities of the United Nations

790. Policy coherence in the management of the activities of the United Nations was enhanced through: (a) cooperation with other organizations of the United Nations system in the High-level Committee on Management and CEB; (b) the organization of such forums as the monthly managers forum and the monthly meetings of all New York executive officers; (c) the participation of the Under-Secretary-General for Management in the Management Performance Board and the Management Committee; (d) the formation of ad hoc working groups for specific proposals (including with respect to the task force on results-based management, delegation of authority and enterprise risk management); and (e) ad hoc meetings convened by the Under-Secretary-General on specific issues (such as the proposed budget outline for 2012-2013, the realignment of the senior managers' compact for 2011, and the policy on the reporting, retaining and disposing of honours, decorations, favours, gifts and remuneration from governmental and non-governmental sources).

Component 1
Management services

(a) Improved Secretariat management policies, procedures and internal controls that fully comply with legislative mandates and relevant regulations and rules

791. Many new policies, procedures and internal controls were promulgated/developed in 2010-2011, and all were in accordance with legislative mandates and relevant regulations and rules. Examples include, inter alia, the enterprise risk management and internal control policy for the Secretariat, approved by the Management Committee in May 2011; the administrative issuances regarding the new provisional staff rules; and the new performance management and development system. In addition, administrative instructions were issued on such topics as the review committee on contracts, the mobility and hardship scheme and the administration of temporary appointments.

(b) Improved methods, tools and techniques to assess efficiency and productivity in key management and services functions

792. The Office of the Under-Secretary-General for Management developed a comprehensive enterprise risk management and internal control policy and methodology, designed to enhance the Organization's focus on objectives and the efficient use of resources; piloted enterprise risk management implementation in two selected departments; and set up a United Nations system-wide enterprise risk management community of practice. After being temporarily assigned to Umoja, the Management Support Service put in place change management strategies to facilitate the "buy-in" of key stakeholders for Umoja and also conducted an outreach campaign to educate staff about the project. The Service conducted five consulting assignments in addition to carrying out its role in the Umoja change management project.

(c) Increased efficiency in the review of contracts awarding and disposal of assets with fairness, integrity and transparency and in compliance with the relevant rules and regulations

793. The Headquarters Committee on Contracts is committed to increasing efficiency in the review of the contract awarding process and made much progress in this regard during the biennium. It exceeded its target of 7.5 days for reviewing contracts by averaging 5.8 business days for review.

Component 2
Administration of justice: management evaluation component

(a) Increased ability to monitor delegated authority for management-related decisions as well as increased managerial accountability

794. The Management Evaluation Unit evaluated clients' applications within the prescribed 30- and 45-day time limits in approximately 95 per cent of cases, thereby exceeding its target. Only when a case contained complex factual or legal issues and required extensive follow-up with the Administration and/or the staff member could the deadline not be met. Although the Unit did not yet have the statistical means to quantify a reduction in the number of improper or incorrect decisions within the various offices and departments of the Secretariat, it worked towards this expected

accomplishment by assisting with the compilation of two lessons-learned guides for managers on the Organization's jurisprudence and by drafting six reports identifying systemic issues in the management of the human resources of the Organization. Finally, the Unit found a remedy or overturned the original decision in 14 per cent of cases, thus exceeding its target.

Component 3
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

(a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings

795. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted in accordance with the programmes of work of the Committees and in a procedurally correct manner. Targets and deadlines were met for the preparation and dissemination to Member States of the programmes of work of the Committees. All meetings were conducted in a timely and orderly manner. No representatives of Member States in the Fifth Committee or in the Committee for Programme and Coordination expressed dissatisfaction with the conduct of meetings or with the level or quality of the substantive and technical secretariat services provided.

Section 28B
Office of Programme Planning, Budget and Accounts

Highlights of programme results

The Office of Programme Planning, Budget and Accounts led preparations for the implementation of IPSAS and carried out other reforms, improving the delivery of a number of important services. A core team developed the appropriate accounting policies in close collaboration with relevant stakeholders. A high-level implementation plan aligned with the plan for Umoja deployment was outlined. In addition, the Office actively supported Umoja design efforts. To further improve operations, the Office implemented improvements in a number of areas, including, among others: financial reporting, leading to an unqualified audit opinion on volumes I and II of the financial statements; the implementation of the contributions portal; and seven improvements to insurance policies.

Challenges and lessons learned

The Secretariat will be implementing IPSAS in 2014, and a detailed plan is to be established taking into account the deployment plan for Umoja and the need for interim solutions. A risk register has been set up and is closely monitored by the IPSAS Project Steering Committee. As a result of its annual treasury and banking services survey, Treasury made adjustments to its working methods during the biennium, improving the response time to customer queries and identifying where advice and guidance was necessary regarding cash management and banking policies and procedures. Financial transactions were generally processed in a timely manner. Priority was given to addressing the significant workload increase with regard to education grant payments as a result of the new contractual arrangements effective 1 July 2009.

Output implementation rate

796. The above-cited results are based on the implementation of 92 per cent of 1,452 mandated, quantifiable outputs.

797. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 28B)).

Executive direction and management

(a) Sound financial management and control in the Organization

798. Audit observations on financial matters generally referred to minor issues, indicating that effective internal financial controls were in place. The Office of the Controller continued to provide effective financial management by addressing audit recommendations issued by the oversight bodies, closely monitoring the exercise of delegations of financial authority, ensuring that qualified and experienced staff members were designated, and ensuring that executive agencies, host country and framework agreements entered into by the United Nations met financial standards for approval and were executed in accordance with financial regulations and rules. The Office provided timely advice and assistance to client departments and offices on the implementation of the Financial Regulations and Rules.

(b) The programme of work of the Office of Programme Planning, Budget and Accounts is effectively managed and supported by staff and financial resources

799. All requests submitted to the Office of the Controller for review and approval were processed, cleared and/or signed by the Controller within seven business days of the day of receipt, provided that the requests were complete, accurate and in compliance with the regulatory framework of the Organization and did not require additional reworking with the requesting office/department. Exigency requests were sometimes even concluded on the day of submission.

(c) Timely recruitment and placement of staff

800. The average selection time in the Office of Programme Planning, Budget and Accounts was 123 days, according to data extracted from Inspira as reflected in the human resources management scorecard.

(d) Improved financial policies

801. The Office continued to improve its services for Secretariat offices, offices away from Headquarters and peacekeeping missions with respect to financial matters.

(e) Improved geographical representation and gender balance of staff

802. All recruitments by the Office of Programme Planning, Budget and Accounts of staff were from unrepresented [illegible]errepresented Member States (100 per cent). This reflected a substantial inc[illegible]ompared with 2008-2009.

(f) Increased timeliness of submission of documentation

803. Overall, the Office saw an increase in the timeliness of submission of documents relating to the regular budget, as evidenced by the 6 per cent increase in the number of reports meeting deadlines during the reporting period. All pre-session documentation related to scale-of-assessments issues were submitted by the relevant deadlines.

Component 1
Programme planning and budgeting

(a) Improved reporting to Member States on issues relating to the programme budget and budgets of the criminal tribunals

804. The percentage of reports submitted by the slot date increased to 72 per cent from 66 per cent during the prior biennium. According to a survey of Fifth Committee delegates, 85 per cent of respondents were satisfied with budgetary reports, 82 per cent were satisfied with written supplementary information provided in response to questions raised and 100 per cent were satisfied with verbal responses made during deliberations.

(b) Improved monitoring of resources for the programme budget and budgets of the criminal tribunals

805. The Programme Planning and Budget Division continued to monitor the programme budget and the budgets of the criminal tribunals, and a realignment of expenditure was undertaken in the context of the second performance reports.

(c) Improved monitoring of extrabudgetary activities and client services

806. The Programme Planning and Budget Division continued to focus on improving its services for clients and monitoring extrabudgetary activities. In this regard, the Division continued to meet the target of a three-day turnaround on average for the issuance of extrabudgetary allotments.

Component 2
Financial services relating to peacekeeping operations

(a) Improved monitoring and control of the peacekeeping budgets

807. The budget implementation rate for the peacekeeping fiscal year from July 2009 to June 2010 was 94.9 per cent, increasing to 95.5 per cent for the fiscal year from July 2010 to June 2011.

(b) Increased timeliness of payments to troops

808. As at 31 December 2010, the duration of liabilities for troop and formed police costs was less than three months for 10 out of 12 active peacekeeping operations for which troop/formed police cost reimbursements were made. Troop/formed police

costs were paid up to September 2010 for two missions (MINUSTAH and UNFICYP), up to October 2010 for five missions (MINURSO, MONUSCO, UNAMID, UNIFIL, and UNOCI) and up to November 2010 for the remaining five missions (MINURCAT, UNDOF, UNMIL, UNMIS and UNMIT). As at 31 December 2011, the duration of liabilities for troop and formed police costs was less than three months for 4 out of 13 active peacekeeping operations for which troop/formed police cost reimbursements were made. Troop/formed police costs were paid up to September 2011 for one mission (UNMIL), up to August 2011 for six missions (UNDOF, UNMIS, UNMISS, UNISFA, UNMIT and UNOCI) and up to February and March 2011 for two missions (MINURSO and UNFICYP).

Component 3
Accounting, contributions and financial reporting

(a) Improved integrity of financial data

809. A positive audit opinion was received regarding the 2008-2009 financial statements of the United Nations, and there were no major audit findings related to financial matters under the purview of the Accounts Division. Furthermore, the interim audit report conducted with respect to the period 2010-2011 did not contain any additional findings relating to the Division.

(b) Timely and accurate financial transactions

810. Financial transactions were generally processed in a timely manner. Priority was given to addressing the significant workload increase with respect to education grant payments as a result of the new contractual arrangements effective 1 July 2009. The reconciliation of bank accounts was carried out by the 30-day deadline at the end of the reporting period.

(c) Insurance policies that have increased benefits for the Organization

811. Seven policy improvements (related to increasing coverage and improving the financial terms of insurance policies for staff) were implemented during the reporting period.

(d) Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions

812. During 2010-2011, all pre-session documentation related to scale-of-assessments issues were submitted by the relevant deadlines. In addition, monthly reports were generally available by the end of the following month, with some delay during the latter half of 2011 as a result of the volume of peacekeeping-related contributions.

Component 4
Treasury services

(a) Continued prudent stewardship of funds

813. Performance exceeded the benchmark in the United States dollar investment pool while meeting all the liquidity requirements of all clients, thus outperforming the market while observing United Nations Treasury policies.

(b) Improved efficiency and security of the payment system

814. Treasury had no instances of cash loss and met the benchmark of 99 per cent for automatic disbursements through the SWIFT network.

Component 5
Financial information operations

(a) Consistency of the operational requirements strategy of the Office of Programme Planning, Budget and Accounts with IPSAS and the enterprise resource planning system

815. The Office of Programme Planning, Budget and Accounts was undertaking preparatory work to adapt accounting and finance policies and procedures to the requirements of IPSAS and the enterprise resource planning system, which were still being defined and in the development phase, respectively. The Financial Information Operations Service continued to provide support for the preparations for the implementation of IPSAS in 2014.

(b) Adequate backup support resources for all critical Office of Programme Planning, Budget and Accounts systems

816. The Office established a horizontal support model for critical applications using matrix-managed resources. Backup support for applications was established to ensure that systems had the coverage required to meet business requirements. Systems were formally documented in order to ensure that staff absences did not affect the ability of other staff to meet client requirements. In addition, a proper service desk structure was established with common telephone and e-mail addresses and a ticket tracking system, to ensure that service requests were followed up and dealt with in a timely manner.

(c) Enhanced financial management reports

817. A survey on services provided by the Financial Information Operations Service showed that respondents were very pleased with the quality of the applications being developed, with the Service's responsiveness to business needs and with the provision of a service desk offering remote support and access to information. A total of 94.5 per cent of Office of Programme Planning, Budget and Accounts respondents to the departmental applications component of the ICT survey provided ratings of good or very good.

Section 28C
Office of Human Resources Management

Highlights of programme results

During the biennium, the Office of Human Resources Management continued to implement human resources management reforms approved by the General Assembly in its resolutions 63/250, 65/247 and 65/248, including with respect to a continuing contract and the harmonization of conditions of service, as well as reforms in the areas of recruitment, mobility and career development. A new talent management framework and its electronic support tool Inspira were launched in April 2010, and their deployment, stabilization and enhancement continued through 2011. Further releases will include e-performance, e-learning and other recruitment-related matters. The first examination under the Young Professionals Programme was held in December 2011, with more than 37,000 applications and 5,500 candidates having been invited to take the examination in four disciplines (administration, public information, humanitarian affairs and statistics). The Office continued its efforts to streamline human resources services, develop an enhanced performance management and development system, provide training and support for career development, and support staff in balancing their professional and personal lives, and ensured that those programmes were aligned with a more structured approach to mobility in order to meet organizational needs and develop a more adaptable, dynamic and global workforce.

Challenges and lessons learned

While progress was made with regard to the use of Inspira for job openings in the field, more work remains to be done during the course of 2012. Further releases will include e-performance, e-learning and other recruitment-related matters such as onboarding. During the biennium, the Office of Human Resources Management replaced the human resources action plans with the human resources management scorecard as a result of lessons learned (see A/65/305, paras. 145-152). Given the increasing presence of United Nations staff in remote duty stations, and taking into account experiences and lessons learned during the training of field physicians, the Medical Services Division is now focusing on integrating these skills into emergency medicine and mass casualty planning templates, which can be used to develop emergency plans specific to duty stations.

Output implementation rate

818. The above-cited results are based on the implementation of 83 per cent of 375 mandated, quantifiable outputs.

819. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 28C)).

Executive direction and management

(a) Improved human resources management, taking into account the Organization's needs and those of staff, to enable it to meet the mandates of Member States

820. The Office of Human Resources Management, in order to streamline, consolidate and simplify administrative issuances to reflect the new staff rules, issued or amended 34 Secretary-General's bulletins, administrative instructions and guidelines during the biennium. In addition, Member States reached agreement on modalities for continuing contracts and the harmonization of conditions of service, which will greatly improve human resources management.

(b) The programme of work is effectively managed

821. The Office effectively led reform efforts and collaborated with other offices in order to achieve its objective of the continuous improvement of human resources policies, practices and programmes. The majority of human resources reports for the General Assembly were prepared in a timely manner and reviewed positively by Member States. Resources allotted to the Office were effectively managed to ensure the delivery of the expected results.

(c) Timely recruitment and placement of staff within the Office of Human Resources Management

822. At the end of 2011, the average selection time in the Office was 154 days for posts in the Professional and higher categories. Efforts were made to address this timeline with the roll-out of Inspira, and it is hoped that performance will improve on the basis of lessons learned from using the new talent management framework during the biennium.

(d) Improved geographical representation and gender balance of staff within the Office of Human Resources Management

823. The Office exceeded its targets with respect to both geographical representation and gender balance, reaching 100 per cent in terms of geographical recruitments from unrepresented and underrepresented Member States and 52.6 per cent in terms of female representation in the Professional and higher categories. The targets for both were 50 per cent.

Component 1
Policy

(a) Closer consistency of the Administration's position with regulations, rules, policies, guidelines and practices of the Organization, and minimized compensation payable by the Organization with respect to contested administrative decisions

824. In 2010-2011, the Office of Human Resources Management provided comprehensive legal representation for the respondents before the three branches of the Dispute Tribunal, thus presenting the Administration's case in the best possible light. Where the Office anticipated a high level of compensation in the event of a potential litigation of a case before the Tribunal, it provided advice and recommended informal settlement in an attempt to minimize the likely loss to the Organization.

(b) Improved processing of appeals

825. Under the new internal justice system effective 1 July 2009, the Administration is required to reply to an application within 30 days. During 2010-2011, 85 per cent of replies were submitted within the 30-day deadline. In respect of cases not processed within 30 days, either the matter was under mediation or more time was sought from the Tribunal for submission. Taking those situations into account, 98 per cent of cases were addressed in a timely manner.

(c) Improved conditions of service of locally recruited staff at non-Headquarters duty stations

826. The promulgation of salary scales for locally recruited staff at non-Headquarters duty stations was improved through the training of all staff to prepare salary scales following the approval of the outcome of a salary survey.

Component 2
Strategic planning and staffing

(a) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff

827. During the biennium, as part of its new outreach strategy, the Office of Human Resources Management launched the United Nations Careers Portal (careers.un.org) and two promotional videos on working at the United Nations. It also conducted outreach missions to Belgium, Costa Rica, the Dominican Republic, Estonia, Japan, Pakistan, Poland, the Republic of Korea, South Africa, Spain and the United States of America and carried out various other outreach activities, including meetings with representatives of unrepresented and underrepresented Member States.

(b) Improved human resources planning

828. Through the new HR Insight self-service tool, launched in 2011, Member States can determine how many of their nationals will retire over the next five years.

(c) Improved monitoring of delegated authority in human resources

829. Departments and offices expressed average ratings of greater than fair and just less than excellent for support workshops on the implementation of the new human resources management scorecard.

Component 3
Learning, development and human resources services

(a) Improved versatility of staff

830. During the biennium 2010-2011, staff took advantage of 62,992 training and other staff development opportunities. More than 1,100 staff participated in leadership and management training, 1,200 in General Service development programmes and almost 11,000 in language programmes. The Office of Human Resources Management placed special emphasis on e-learning opportunities in order to improve accessibility and expand its catalogue of courses.

(b) Improved working environment

831. The Secretary-General will present a comprehensive mobility policy to the General Assembly at its sixty-seventh session. More structured mobility will provide staff with opportunities to gain knowledge and expertise through exposure to different experiences, thus creating a wider range of career options. During the biennium, the Office of Human Resources Management initiated the development of a mobility policy and the redesign of career development opportunities for staff. The Office created a strategic plan for the promotion of and support for the implementation of flexible working arrangements, incorporating best practices from

across the United Nations common system and the private sector. The plan includes the launch of a communications campaign; the nomination of focal points on flexible working arrangements for each department/office; the establishment of a baseline for the use of flexible working arrangements across the Secretariat, captured through operational indicator 10 of the human resources management scorecard; and the launch of an expanded flexible working arrangements pilot exercise, which became part of the Secretary-General's fast-track opportunities agenda.

Component 4
Medical services

(a) Improved staff health-care services, including rapid and effective medical response to workplace accidents and illness

832. According to the results of an online survey, 93.4 per cent of walk-in clients of the Medical Services Division expressed satisfaction with the Division's health-care services. The Division continued to improve its services by, for example, reducing the average waiting time for clients visiting the walk-in clinics to 6.46 minutes and offering both physical and mental health-care services to staff at Headquarters and those returning from field missions. In addition, the Division sustained its medical emergency preparedness for a possible mass casualty incident through the acquisition and maintenance of emergency medical supplies and equipment. As part of the programme aimed at strengthening Security and Safety Services, security staff are now required to undergo mandatory random testing for the use of illegal drugs and controlled substances.

(b) Increased awareness of staff regarding health issues

833. The Medical Services Division continued its health promotion programmes, some of which were provided in collaboration with the health authorities of New York City. For example, the Division coordinated the participation of United Nations staff in various health-related fundraising events, such as the AIDS, asthma and breast cancer walks, and also offered staff periodic screenings for high blood pressure, lipid disorders and diabetes, as well as cardiovascular risk factor monitoring. The Division's hotlines and training programmes remained popular during the biennium, with the United Nations HIV hotline receiving 299 inquires and with 157 staff members attending the mandatory training sessions on HIV in the workplace. The Division also offered a smoking cessation programme. In addition, issues related to occupational and environmental health were continuously addressed by advising staff on the ergonomics of their workstations and ensuring that environmental standards were maintained.

Component 5
Human resources information systems

(a) Improved capabilities for a modernized recruitment, planning, career development and performance management process

834. The new talent management framework, known as Inspira (the platform used to deliver talent management solutions including recruitment, e-performance and e-learning), was launched in April 2010 and is available for use in all duty stations. The new performance management module of Inspira was rolled out in 2011 to all staff, including in the field, and is now an integrated process: one system available

to users across the board, rather than separate systems with divergent processes and platforms.

835. The MyHR Online portal, a content-resolution management solution, that includes ticket-resolution management to resolve issues associated with human resources information technology systems, is also now available for use in all duty stations.

(b) Improved human resources reporting

836. The HR Insight tool was launched in August 2011 to support departments in self-reporting. As a result, both departments and representatives of Member States are able to use the self-service tool to gather, analyse and review data on the composition of the Secretariat. This access has resulted in efficiencies, because Member States can now obtain timely information with the tool without having to wait for a report to be generated.

(c) Streamlined human resources applications support and round-the-clock support

837. The Office of Human Resources Management now offers continuous support through its Inspira support centre in Bangkok, supplemented by the ability to issue service request tickets that can be addressed on a round-the-clock basis. For example, the turnaround time for talent management tickets is less than two days. The average turnaround time for IMIS script migration support is less than two pay cycles. Average turnaround times were also improved by allocating additional resources to IMIS support and to the Inspira support centre in Bangkok. The ability of clients to use both the Inspira tool and IMIS has improved client satisfaction and has led to operational efficiencies such as improvements in recruitment timelines.

(d) Improved backup support resources for all critical Office of Human Resources Management systems

838. Since its launch in April 2010, Inspira has been available 99 per cent of the time. As a result, all users have been able to apply for posts and consider candidates for job openings without experiencing system failure or freezing.

Section 28D
Office of Central Support Services

Highlights of programme results

The Facilities Management Service improved its service level during the second half of the biennium, despite an increased workload created by the capital master plan and staffing growth. Cost-effective travel services were provided as a result of negotiations with 37 major airlines. A 29 per cent cost reduction in terms of official travel was achieved. The upgrading of the United Nations laissez-passer to enhance security is ongoing, with full implementation expected in May 2012. The Archives and Records Management Section provided comprehensive and timely technical expertise on record-keeping to the enterprise content management team of the Office of Information and Communications Technology in various pilot projects. The Section also launched a records management campaign with the Office of the Capital Mater Plan to assist offices in relocating from swing space during the upcoming biennium. The Procurement Division conducted 74 business seminars in developing countries or countries with economies in transition, successfully promoting United Nations business opportunities. Further efforts were made to develop the skills of procurement staff both at Headquarters and in field missions to ensure efficient and effective procurement services. In the area of business continuity, in June 2010 the Senior Emergency Policy Team endorsed the overall Headquarters business continuity plan and the policy for the Organizational Resilience Management System. The Business Continuity Management Unit organized annual tabletop crisis management exercises and assisted several offices away from Headquarters and some peacekeeping missions with their business continuity planning.

Challenges and lessons learned

An important lesson learned through the implementation of the capital master plan is that there is a need to strengthen coordination among all parties throughout the stages of planning, commissioning and occupying renovated or newly furnished buildings. The absence of an ICT technological tool and a governance structure for managing electronic records continues to hamper the work of the Archives and Records Management Section to establish an electronic record-keeping environment in United Nations offices. Inefficiencies in information management practices persist as a result of insufficient resource allocation in some departments and offices. The Procurement Division continues to steer considerable human and financial resources towards efforts to overcome the challenges faced by vendors from developing countries and countries with economies in transition; those challenges include language barriers and issues involving document translation.

839. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 28D)).

Executive direction and management

(a) Programme of work is effectively managed

840. The Office of Central Support Services effectively achieved its goals in ensuring efficient and effective support for substantive programmes in the areas of procurement, facilities management, archives, mail operations, records management and the management of commercial activities. The satisfaction rates indicated in surveys of clients in individual areas were been maintained at a high level.

(b) Timely recruitment and placement of staff

841. The Office of Central Support Services continued its efforts in improving the average time taken for the recruitment and placement of staff. As at 31 December 2011, the average amount of time spent to select candidates was 244 days.

(c) Improved geographical representation and gender balance of staff

842. In 2011, 66 per cent of recruitment for geographical appointments was from unrepresented and underrepresented Member States, exceeding the Human Resources Action Plan target of 20 per cent. The percentage of women in the Professional and higher categories for appointments of one year or more stood at 45.2 per cent at the end of 2011.

(d) Increased timeliness of submission of documentation

843. In 2010, the Office contributed to reports submitted to the Department for General Assembly and Conference Management by other offices, but submitted no reports directly to the General Assembly. In 2011, approximately 60 per cent of pre-session documents were submitted by the relevant deadlines.

Subprogramme 4
Support services

(a) Improved efficiency of facility services in accordance with users' requirements

844. The proportion of facility management services provided within turnaround times was affected by the capital master plan and staffing growth, resulting in additional workload, longer local travel times to dispersed facilities and adjustments to new office spaces. As a result, the data cannot be fully compared with those relating to previous bienniums. The Facilities Management Service, however, was able to improve performance in the majority of service areas during the second half of the biennium. A significant learning curve was experienced with the implementation of a new customer relationship management system featuring a more comprehensive reporting methodology. The transition to the new system caused the Service to encounter backlogs in closing complete service requests. While the Service fell short of its target for service requests, 84 per cent of users expressed satisfaction with its services, demonstrating that the Service had been successful in providing efficient, high-quality services to staff and delegates.

(b) Maintenance of efficient and cost-effective travel, visa and transportation services to the Organization at Headquarters

845. The Travel and Transportation Section provided cost-effective travel services as a result of negotiations with approximately 37 major airlines. It exceeded its target of a 28 per cent cost reduction by achieving a 29 per cent cost discount in terms of official travel implemented. The upgrading of the United Nations laissez-passer to enhance security is ongoing, with full implementation expected in May 2012. The new contract for the provision of travel services will be effective as of April 2012. The Section fully implemented the system upgrade with respect to the electronic monitoring of the Headquarters vehicle fleet, ensuring compliance with the guidelines set out in the administrative instruction on road and driving safety (ST/AI/2010/6). The Section also led the working group on the centrally managed

warehouse in collaboration with the Facilities Management Service by reviewing various mechanisms for streamlining its material management.

(c) Improved management of Secretariat's record-keeping

846. The electronic record-keeping services of the Archives and Records Management Section were largely channelled through the knowledge management working group of the Information and Communication Technology Executive Committee; the Section provided comprehensive, timely and relevant technical expertise on record-keeping to the enterprise content management of the Office of Information and Communications Technology in pilot projects: the "smart office" for the Executive Office of the Secretary-General and the common content management programme (now rebranded as UniteDocs). Accomplishments related to the electronic office included: the development of a digital preservation strategy and road map for the voluminous archives of the Office of the Independent Inquiry Commission; the successful promotion of the inclusion of all requirements for digital record-keeping and preservation in the design and build of MAMS (the digital broadcasting system); and the development and dissemination of comprehensive guidance for Secretariat offices on how to manage digitization projects. The Section also launched, with the Office of the Capital Master Plan, a records management campaign to assist offices that will relocate from swing space in the upcoming biennium.

(d) Improved level of readiness on the part of the Secretariat to continue critical operations in case of a disaster

847. In June 2010, the Senior Emergency Policy Team endorsed the overall Headquarters business continuity plan, including business continuity plans for all departments, and approved the policy for the Organizational Resilience Management System. Furthermore, the Business Continuity Management Unit organized a tabletop crisis management exercise in November 2010, during which the Senior Emergency Policy Team approved a crisis management tool (the Organizational Resilience Management System Handbook). During the biennium, the Unit conducted assistance visits to ECLAC and assisted the United Nations Office at Geneva, the United Nations Office at Vienna, the United Nations Office at Nairobi and ECA with their business continuity planning, resulting in draft business continuity plans at all locations. The Unit also assisted the Department of Peacekeeping Operations, the Department of Field Support and the Department of Political Affairs with a roll-out of business continuity to field missions. The Unit conducted another crisis management tabletop exercise with the Senior Emergency Policy Team and the Crisis Operations Group in November 2011. Finally, the Unit coordinated the submission of a report of the Secretary-General to the General Assembly at its sixty-sixth session on the implementation of the Organizational Resilience Management System as the emergency management framework.

(e) Enhanced level of quality and timeliness in the acquisition of goods and services

848. Further efforts were made to develop the skills of procurement staff at Headquarters as well as in peacekeeping missions to ensure efficient and effective procurement services. Phase 1 of the comprehensive online training programme was rolled out in early 2010 and covers, inter alia, fundamentals of procurement, ethics

and integrity in procurement and the concept of best value for money. Phase 2 was rolled out in 2011 and covers, inter alia, procurement strategy, acquisition planning, risk management and fraud prevention. The training programme improved the quality of the procurement process, as evidenced by an increase in the client satisfaction rate from 97 per cent in 2009 to 97.5 per cent in 2010 and more than 98 per cent in 2011. The emphasis on the ethics training programme and the zero-tolerance policy built a solid foundation for the establishment of procurement professionalism with strong ethics.

(f) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement

849. In 2010-2011, 74 business seminars were conducted in developing countries and countries with economies in transition. The seminars were successful in promoting United Nations business opportunities in those countries. The Procurement Division will continue to target developing countries and countries with economies in transition by reaching out to the appropriate Member States and by facilitating registration efforts for vendors.

Section 28E
Administration, Geneva

Highlights of programme results

The Division of Administration successfully implemented its programme of work, as evidenced by the fact that it exceeded its biennial targets in almost all areas. Furthermore, the feedback received from serviced entities corroborates that performance with a 97 per cent overall satisfaction rate, as compared with the target of 93 per cent. Highlights of the biennium include higher-than-anticipated savings as a result of cost-effective travel, visa and transportation services. Procurement services also reflected improved performance, achieved through the establishment of a larger number of long-term contracts to reduce procurement lead times. In the financial area, results achieved demonstrated the efforts made to ensure effective and efficient financial management. As regards human resources management, improvements were recorded in terms of the level of satisfaction for the services provided to entities, in particular in the area of working environment and health-care services. With respect to information and communications technology, 17 service-level agreements were improved (or concluded), many with the inclusion of higher-value services such as server virtualization and remote access.

Challenges and lessons learned

In general, the results of the client survey carried out by the Division of Administration in 2011 clearly document that the Division's concerted efforts to enhance client services and leverage technology were very successful. While client entities expressed their appreciation in terms of overall improved service delivery, some work remains to be done in terms of improved client communication, especially concerning regulations and procedures to be followed. The survey included the opportunity for client entities to provide written feedback on each of the services provided by the Division. Those comments are being reviewed by the services concerned and will be taken into account in the further retooling of service delivery to improve effectiveness and efficiency.

850. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 28E)).

Executive direction and management

(a) Improved management performance and delivery of services

851. Of the United Nations entities serviced by the Division of Administration of the United Nations Office at Geneva, 96.7 per cent expressed satisfaction with the services received. This response rate exceeded the biennial target of 95 per cent. The client satisfaction survey, which had a 63 per cent response rate, was carried out among the 49 main offices serviced by the Division. The satisfaction expressed by client entities reflected the efforts made by the Division to improve its support and advice aimed at enhancing cooperation with other organizations.

(b) Enhanced cooperation with other organizations of the United Nations common system in Geneva

852. The United Nations Office at Geneva met its common service goals for the biennium. For example, the members of the Common Procurement Activities Group are now sharing and benefiting from the same terms and conditions set out in more than 20 contracts. In addition, the tendering of five Group common projects was initiated in 2011, involving travel and visa processing services, information technology equipment, software for media and licenses, multifunctional desktop printers and toner and inkjet cartridges. Those projects will be completed during the next biennium. Furthermore, the members of the Group combined efforts to finalize a contractual document applicable to all members in order to improve the legal and contractual aspects of, and to agree on a more harmonized approach to be followed in, the Group's bidding exercises.

(c) Timely recruitment and placement of staff

853. While the average number of days spent in filling a vacant Professional post was 184 days during the biennium, it is important to note that the average dropped substantially, from 236 days in 2010 to 132 days in 2011. The higher average in 2010 could be attributable to the significant human resources reforms implemented in 2010 (such as the conversion to permanent appointment, the new framework for temporary staff, the new staff selection system and the new recruitment tool Inspira). In 2011, staff of the Human Resources Management Section made significant efforts to train hiring managers on the use of Inspira and changes to the staff selection system.

(d) Improved geographical representation and gender balance of staff

854. The United Nations Office at Geneva averaged 70 per cent geographical recruitment from underrepresented Member States over the course of the biennium, far exceeding its target. At the same time, the Office increased its female representation to 47 per cent. It achieved those results by sensitizing hiring managers with regard to the Organization's goal of improving the geographical and gender representation of staff and by providing enhanced support to hiring managers in the identification of candidates.

Subprogramme 2
Programme planning, budget and accounts

(a) Improved monitoring and control of the programme budget

855. The preliminary estimate for unliquidated obligations (accounts were not closed at the time of reporting) shows that the biennial target was exceeded and reflects the efforts of the United Nations Office at Geneva to improve the monitoring of unliquidated obligations and ensure prompt liquidation.

(b) Improved monitoring of extrabudgetary activities and client services

856. The reduction in turnaround time for the issuance of extrabudgetary allotments upon the receipt of complete information was 2.5 working days in 2010-2011, which exceeded the target by 1.5 days. In addition, there was no variance between authorized allotments and expenditures during the biennium. Those results reflect the efforts of the Office to improve its client service and enhance its working relationships with counterparts by providing guidance and advice, sharing information and knowledge and improving its monitoring of extrabudgetary activities.

(c) Improved integrity of financial data

857. The results of the most recent interim audit, conducted from 4 to 29 April 2011 by the Board of Auditors, showed no adverse audit findings, which attests to the high standard of integrity of the Office's financial data. A full assessment can be conducted only upon review of the Board's final audit opinion.

(d) Effective treasury services

858. The implementation of payments through the SWIFT system was placed on hold, owing to technical and financial constraints. In the light of this development, the indicator of achievement has been revised for the biennium 2012-2013 to read "percentage of straight-through payments made in compliance with SWIFT". As measured against this revised indicator, the Office's performance for 2010-2011 was 99.1 per cent.

(e) Timely and accurate financial transactions

859. During the biennium 2010-2011, 95 per cent of payments were processed and transactions recorded within 30 days, and 100 per cent of bank account reconciliations were completed within 30 days of month's end.

Subprogramme 3
Human resources management

(a) Improved versatility of staff

860. The mobility index of the United Nations Office at Geneva decreased during the biennium, owing in part to the introduction of the new staff selection system tool Inspira, which caused some delays in the advertising and filling of posts in the early days of its use. In terms of the number of formal training days per staff members, the Office averaged 2.2 days during the biennium.

(b) Improved working environment

861. The percentage of United Nations entities serviced by the United Nations Office at Geneva and expressing satisfaction with social services and staff welfare, recruitment and placement was 94.9 per cent, which exceeded the target of 85 per cent.

(c) Improved staff health-care services

862. The results of a client satisfaction survey conducted during the biennium to measure staff satisfaction with the Office's medical services showed a high level of satisfaction (93 per cent), which exceeded the target of 92 per cent. The average waiting time decreased from 9.6 minutes in 2010 to 8.9 minutes in 2011, which exceeded the target of 7 minutes but was nevertheless an improvement. This improvement was due largely to a streamlined service structure and administrative processes and enhanced coordination between the parties involved.

Subprogramme 4
Support services

(a) Efficient maintenance of the physical conditions of the facility

863. There was an increase in the number of infrastructure system malfunctions from 1 January 2010 to 31 December 2011, reflecting the steady deterioration of the facilities. Storm-water flooding due to structural defects occurred in Building E and caused 6 malfunctions; 33 malfunctions were the result of the obsolescence of several elevators and delays in obtaining spare parts for repairs; 1 flood due to plumbing failure and a breakdown of air conditioning caused another 2 malfunctions. The number of malfunctions decreased during the last six months of the biennium, because repairs were performed and good weather conditions prevailed.

(b) Improved efficiency of facility services in accordance with users' requirements

864. The Office completed service requests within standard turnaround times 99 per cent of the time, which exceeded the target of 97 per cent.

(c) Maintenance of efficient and cost-effective travel, visa and transportation services

865. The Office, in cooperation with the Geneva-based international organizations, currently has 17 corporate agreements, covering 32 airlines. The scope of corporate fare negotiations was extended in 2010 and now includes travel with departures

from abroad. This increase in scope was possible because of the centralization of ticket issuance in Geneva, which also increased the amount of air traffic included in the scope of corporate negotiations. A benchmark analysis conducted at the end of 2010 showed that the Office had negotiated fares that were, in general, more competitive and more flexible than corporate benchmarks.

(d) Enhanced level of quality and timeliness in the acquisition of goods and services

866. A client survey showed a 95 per cent satisfaction rate among clients of the Common Procurement Activities Group, which exceeded the target of 80 per cent for the 2010-2011 biennium. In addition to the 13 areas in which a common approach was developed during past bienniums, joint efforts resulted in the signing of contracts for three new activities in 2011, relating to common terms and conditions for contracts, the provision of library serial publications and the provision of training consultants to all members of the Common Procurement Activities Group. Long-term contracts were established, and the procurement lead time was further reduced by one day. Low-value procurement was implemented, allowing clients to more effectively make spot purchases on a one-off basis.

Subprogramme 6
Information and communications technology operations

(a) Improved capability of the Organization in the area of the management and provision of services

867. In 2010-2011, 17 service-level agreements were improved or concluded, many with the inclusion of higher-value services such as server virtualization or remote access. The Information and Communication Technology Service began to capitalize on the expanded capabilities of the new data centre by increasing the number of servers related to hosting (such as the Domino application server). It is expected that as a result, more clients will see improvements in their information technology services, which in turn will enhance the efficiency and effectiveness of their substantive work.

(b) Improved services provided by the Information and Technology Services Division in meeting the strategic goals of the Organization

868. Overall, 94 per cent of 455 survey respondents were satisfied or very satisfied with the ICT service provided. The areas of greatest improvement were data network services and e-mail services, each of which saw a 20 per cent increase in positive responses to the survey. This reflected the results of the cumulative investments made in the area of the data network and e-mail infrastructure.

(c) Increased responsiveness in closing operational gaps

869. The United Nations Office at Geneva obtained ISO 27001 recertification for the data centre and network, and a full recertification process was completed in 2011. The change management processes put in place were confirmed to be compliant with the ISO 20000 standard, relating to service management. In addition, 16 important projects were implemented in 2010-2011 that had an impact on the effectiveness and efficiency of the Office's client base. For example, the Internet upgrade resulted in three times more Internet bandwidth, for faster, more consistent

Internet access. The Office achieved a balance between improving back-end systems, which are not visible to end users but very important for the overall performance of the systems, and improving front-end ones.

Section 28F
Administration, Vienna

Highlights of programme results

All finance staff at the United Nations Office at Vienna completed IPSAS training and attended information sessions on Umoja to facilitate the major changes expected to be made during the next biennium. The United Nations Office at Vienna/UNODC exceeded the targeted mobility goals through the successful promotion and provision of mobility opportunities across the organization.

Selected work processes at the United Nations Office at Vienna were streamlined through such measures as online visa request processing, electronic mission approval/security clearance checks and the electronic processing of travel applications. The efforts to achieve a paperless office showed steady progress. Procurement at the Office was extended to provide support to the field. Extensive visits to field offices and training for requisitioners on procurement requests were aimed at improving the timeliness and quality of procurement activities.

The Office continued to refine existing office automation solutions and additional automation solution requests from its clients.

Challenges and lessons learned

The United Nations Office at Vienna continuously monitored progress and took appropriate action to improve the quality of its administrative services. Efforts will continue to be made with a view to streamlining administrative processes, implementing cost-saving initiatives and greening the United Nations, where the major challenges are maintaining a high level of administrative services in the face of shrinking resources, an increased level of substantive activities carried out under UNODC at more than 50 field offices, and escalating preparations for IPSAS implementation and Umoja.

870. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 28F)).

Executive direction and management

(a) The programme of work is effectively managed

871. The workplan of the Division for Management for the biennium was completed.

(b) Timely recruitment and placement of staff

872. Owing to the problems encountered in the transition from Galaxy to Inspira, the average number of days for which a Professional post remained vacant from the day the incumbent left to the date a replacement came on board was 132 days, compared with the target of 125 days.

(c) Improved geographical representation and gender balance of staff

873. Thirty-seven per cent of staff recruited in the Division came from unrepresented and underrepresented Member States, compared with 17 per cent in the previous biennium. Forty-six per cent of staff in the Professional and higher categories recruited for appointments of one year or more were women (this figure includes both the United Nations Office at Vienna and UNODC), compared with 41 per cent during the previous biennium.

(d) Improved resource planning management capability of the Organization, enabling an integrated and coordinated approach to financial controls, human resource systems, supply chain management, reporting and consolidated decision-making

874. Workflow applications using Lotus Notes aimed at streamlining Division processes brought about efficiencies that helped to address the rising demand for services and budgetary pressures. Enhancements were made to human resource action requests and financial resource request tracking tools.

Subprogramme 2
Programme planning, budget and accounts

(a) Improved monitoring and control of the programme budget

875. Unliquidated obligations were monitored during the implementation of the programme. Improved monitoring was demonstrated by a decrease in prior-period unliquidated obligations, which amounted to $1 million in 2010-2011, compared with 1.1 million in 2008-2009.

(b) Improved monitoring of extrabudgetary activities and client services

876. Extrabudgetary allotment requests were processed within two weeks during peak periods and immediately during non-busy periods. According to the results of the internal survey conducted on the Financial Resources Management Service, only 1.6 per cent of responses expressed dissatisfaction with the performance of the Service.

(c) Improved integrity of financial data

877. The results of the 2008-2009 Board of Auditors report on the United Nations Office at Vienna were made available in May 2010. The Board provided an unqualified audit, and there were no significant adverse findings related to other financial matters. The Office expected another unqualified opinion for 2010-2011.

(d) Timely and accurate financial transactions

878. On average payments were processed within three to five business days after they had been received by the Financial Resources Management Service. All United Nations Office at Vienna/UNODC bank accounts were reconciled within 30 days. United Nations Office at Vienna payments are automated in accordance with the relevant European standards, using IBAN for payments in euros. Payments in United States dollars are also automated and made through the New York bank accounts of the United Nations Office at Vienna.

Subprogramme 3
Human resources management

(a) Improved versatility of staff

879. Increases in human and financial resources to support training for staff did not match the more than 10 per cent increase in the number of United Nations Office at Vienna/UNODC staff, resulting in fewer training resources per staff member. However, the United Nations Office at Vienna exceeded the mobility goals through the successful promotion and provision of mobility opportunities across the Organization, thereby improving the versatility of staff.

(b) Improved working environment

880. According to the results of an internal survey conducted by the Human Resources Management Service, 64.5 per cent of staff expressed satisfaction with the services received directly from the Service, compared with the 58 per cent indicated in the results of a client satisfaction survey conducted by the Inspection and Evaluation Division of OIOS to assess the efficiency and effectiveness of the Service.

Subprogramme 4
Support services

(a) Maintenance of efficient and cost-effective travel, visa and transportation services

881. Actual air ticket savings of €237,922 were realized during 2010-2011, owing to bulk discounts and earlier travel planning for all Vienna-based air travel managed by the United Nations Office at Vienna.

(b) Improved management of record-keeping at the United Nations Office at Vienna and UNODC

882. The efforts made to achieve a paperless office showed steady progress. On average, the paper consumption in the United Nations Office at Vienna/UNODC during the years 2007, 2008, 2009 and 2010 was 20 per cent below the paper consumption in 2006, despite an increase in staff levels during the same period.

(c) Enhanced level of quality and timeliness in the acquisition of goods and services

883. During the biennium, the Procurement Section carried out a significant number of visits to field offices and provided training to requisitioners on how to facilitate

procurement requests. In addition, training was provided for the local committee on contracts. Those actions were aimed at improving the timeliness and quality of procurement services.

Subprogramme 6
Information and communications technology operations

(a) Improved capability of the Organization in the area of the management and provision of services

884. The Information Technology Service supported requests for automated solutions from users at the United Nations Office at Vienna and UNODC to improve administrative workflows. The Service also standardized the software development tools relating to internally and externally developed software.

(b) Improved services provided by the Information and Technology Services Division in meeting strategic goals of the Organization

885. Ninety per cent of information and communications technology initiatives were in line with the information and communications technology strategy. In addition, all services provided were in line with any relevant signed service-level agreements.

(c) Increased responsiveness in closing operational gaps

886. Under the subprogramme, the current help-desk application software was enhanced to facilitate effective performance monitoring, including automated client feedback surveys and time-based metrics on the delivery of services. In addition, 80 per cent of complex problems were resolved in three days, compared with the baseline of 70 per cent in 2008-2009.

Section 28G
Administration, Nairobi

Highlights of programme results

The United Nations Office at Nairobi continued to improve its services in order to serve its clients effectively and efficiently. The Accounts Section exceeded its targets with respect to processing payments and disbursements, and the Human Resources Management Service reduced its reliance on paper-based manual processes and developed online applications. Among various training programmes conducted, the Office co-hosted, with the United Nations System Staff College, training courses on monitoring and evaluation and return on investment, attended by staff from the regional offices of various organizations. The Office was actively involved in supporting the United Nations staff members who had survived the Haiti earthquake. UN Cares Kenya featured among case studies of best practices by UNAIDS.

The new office facility construction project was completed on time and within budget and included many environmental features, increasing office space by 60 per cent to provide space for additional United

Nations agencies. Among the most significant new applications developed and deployed by the Human Resources Management Service, were myIMIS, a self-help tool to facilitate access to IMIS information through the web; a financial monitoring tool; a project-oriented financial reporting tool; and the overhauled post management tool. The United Nations Office at Nairobi increased its use of virtual servers leveraging open source solutions and commercial products that led to more efficient use of available hardware resources and the reduction of energy use and requirements.

Challenges and lessons learned

Challenges in terms of both water and power shortages continued. Necessary multi-year investment projects to upgrade all critical infrastructures were required to be spread over multiple bienniums. Recruitment and mobility programmes were affected by the introduction of a new staff selection system and of the new information technology tool Inspira. Late travel bookings resulted in more expensive tickets and routes; to improve performance in this area, the Travel Unit was proactively reaching out to its clients to obtain information about travel plans well in advance. The Information Technology Service faced a number of issues linked mainly to problems involving old and overloaded servers (such as IMIS), limited human and budgetary resources and procurement delays. The application of open source products will help to automate more tasks and overcome financial limitations.

Output implementation rate

887. The above-cited results are based on the implementation of 100 per cent of three mandated, quantifiable outputs.

888. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 28G) and Corr.1).

Executive direction and management

(a) The programme of work is effectively managed

889. All units of the Division of Administrative Services continued to implement their respective workplans, focusing on the provision of excellent client service and the promotion of efficiencies through the automation of manual processes and regular client consultation. Meetings of the Common Services Board and the Common Services Management Team were held as scheduled.

(b) Timely recruitment and placement of staff

890. The United Nations Office at Nairobi completed the final exercise with respect to conversion to permanent appointment and was implementing a new staff selection system that will improve its selection processes. The transfer of the function of

issuing offer letters (up to the D-1 level) from the Staff Administration Section to the Recruitment and Planning Section generated efficiencies and improved standards.

(c) Improved geographical representation and gender balance of staff

891. The Office continued to encourage qualified female professionals to compete for vacant posts, by, inter alia, adding a note to all announcements of vacancies at the Professional level encouraging female candidates to apply.

(d) Improved management performance through adoption of new and improved policies and procedures, methods, tools and techniques for the key management and service functions of the Division of Administrative Services

892. The Division of Administrative Services continued its efforts in the automation of manual business processes. Processes automated included the special post allowance, travel claim, classification and education grant/advance requests, and the establishment of one-stop follow-up hotline e-mail address for the Human Resources Management Service. The automation of those procedures increased efficiency and permitted improved follow-up. The online applications were well received by staff, who appreciated the resulting improvements in response time and overall efficiency in service delivery.

(e) Improved business processes in terms of efficiency and productivity

893. A number of services were brought under the common services umbrella: the diplomatic pouch service, the staff bus, the out-of-office shuttle and the telephone service.

Subprogramme 2
Programme planning, budget and accounts

(a) Improved monitoring and control of the programme budget

894. Budget performance reports and management reports were prepared, reviewed and disseminated on an ongoing basis throughout the reporting period. The United Nations Office at Nairobi enhanced its reporting systems to enable it to regularly monitor expenditures and identify areas needing attention.

(b) Improved monitoring of extrabudgetary activities and client services

895. Utilization of resources stood at 93 per cent for the biennium. Service-level benchmarks were shared with clients and were also available on the intranet of the Budget and Financial Management Service. The Office exceeded its set targets for the timely delivery of services by putting in place such measures as the improvement of client orientation through information-sharing and feedback.

(c) Improved integrity of financial data

896. The most recent audit opinion provided for the United Nations Office at Nairobi was positive. The Budget and Financial Management Service hosted and supported the work of the Board of Auditors during its interim audits of the Office, UNEP and UN-Habitat.

(d) Timely and accurate financial transactions

897. Timely and accurate monthly financial statements for UNEP, UN-Habitat and the United Nations Office at Nairobi were prepared and issued as scheduled. The Budget and Financial Management Service issued new and comprehensive account closure instructions to relevant staff of all three entities to ensure the efficient and effective closure of the accounts. The quarterly accounts productivity report was published and was subjected to intensive review that resulted in the implementation of a series of measures to address processing backlogs.

Subprogramme 3
Human resources management

(a) Improved versatility of staff

898. The United Nations Office at Nairobi successfully administered the Young Professionals Programme in Burkina Faso, Kenya, Mozambique and Togo, conducted training on competency-based selection and interviewing for members of interview panels and performance management training for UNEP staff. The Office hosted the annual United Nations human resources conference in April 2011. Human resources reforms were discussed, including those involving continuing appointments, the harmonization of conditions of service, staffing policy and process, Inspira and performance management. Staff of the Human Resources Management Service participated in a pilot of the new e-performance tool that will be rolled out to all Secretariat offices in 2012.

(b) Improved working environment

899. The United Nations Office at Nairobi organized an outreach day for its major clients. In client feedback, this was rated as one of the best initiatives that the Office had taken to reach out and be of good service to clients. A number of videoconferences and teleconferences with staff in field offices were held to address questions and concerns on human resources matters. The Office launched a hotline e-mail address to enable staff to follow up on their requests and was being used as a "one-stop shop" for all complaints. Queries that previously would have taken a long time to resolve were handled within 24 hours. Other online self-service applications were also launched.

(c) Improved staff health-care services

900. A joint electronic monitoring tool for casualties and bed capacity was developed with the UNSOA medical service as requested by Headquarters. The United Nations Office at Nairobi successfully installed and was already using the electronic patient management system used in other duty stations. Five medical emergency teams were deployed in Somalia. World AIDS day was commemorated at the Gigiri complex with a fun run attracting 600 registered runners among staff and raising money for homes for AIDS orphans. Voluntary counselling and testing were carried out for 100 staff. A campaign to raise staff awareness with respect to preventive health-care matters and to fight HIV stigma was also conducted.

Subprogramme 4
Support services

(a) Improved physical conditions of the United Nations compound

901. The new office facility construction project was completed; the facility accommodates more than 1,000 staff and expanded the available office space on the complex by 60 per cent. Since the facility opened in January 2011, 16 United Nations agencies that had been based outside the compound have moved in, resulting in approximately 800 new tenants. The building includes a number of impressive environmental lighting features reflecting best practices, from occupancy sensors to maximized natural lighting. The building will showcase one of the largest solar installations in East Africa, which should enable it to be energy-neutral in the future.

(b) Improved efficiency of facility services

902. Although the United Nations Office at Nairobi experienced a significant increase in the number of service requests in 2011 following the opening of the new office facility (4,401 service requests received in 2011, compared with 2,212 in 2010, representing an increase of 98 per cent), the Office's ability to respond to service requests within the standard turnaround time actually improved. The target of 90 per cent was exceeded, as approximately 95 per cent of all service requests were addressed within the standard turnaround time. The Office also upgraded its electrical and water storage infrastructure by purchasing two 500 kVA generators and drilling two new water boreholes, which made the compound self-sufficient for up to two weeks in emergencies.

(c) Maintenance of efficient and cost-effective travel, visa and transportation services

903. Currently, 13 United Nations agencies are signatories to the memorandum of understanding for travel services. Given the significant collective purchasing power of the agencies, the airlines have responded positively. The Office's Travel Unit has proactively reached out to its clients to obtain information about travel plans, meetings and conferences well in advance to obtain the lowest possible fares. The Unit also compiles monthly reports highlighting the savings lost from travel requests submitted fewer than 14 days prior to departure and brings them to the attention of the appropriate Executive Directors. Since the implementation of the 2011 directive, a decrease has been noted in the frequency and number of travel requests submitted at the last minute.

(d) Improved management of record-keeping

904. With the support of experienced Archives and Records Management Section staff working in the Knowledge Management and Application Development Section, the Recruitment and Classification Section was reviewed and improved in accordance with the standards of the Archives and Records Management Section. The Archives and Records Management Section is among the few offices participating in the pilot-testing of UniteDocs, which allows for hands-on experience with document management software.

(e) *Enhanced level of quality and timeliness in the acquisition of goods and services*

905. The Procurement, Travel and Shipping Section noted an increase in the number of requisitions received, including authorizations for offices away from Nairobi. The number of obligations increased from 3,494 in 2008-2009 to 4,282 in 2010-2011. Since October 2011, the Section has registered vendors in accordance with the new vendor registration criteria, which encompass registration in accordance with levels. Commodity codes have also been included in the contracts and procurement management system. In addition, the Section has been offering procurement training for requisitioners from the Office, UNEP and UN-Habitat.

(f) *Expanded cost-sharing mechanism and common services*

906. Increasing the number of subscribing/cost-sharing agencies with regard to common services is a work in progress. Some agencies would like to join the United Nations Office at Nairobi mechanism in this regard but cannot do so, as their parent organizations have already made such agreements with UNDP. Furthermore, it was decided that if the Kenya branch office of an organization did not join, its other offices could not. The Government of Kenya is satisfied with the Office's coordination of these services for United Nations agencies.

Subprogramme 6
Information and communications technology operations

(a) *Improved capability of the Organization in the area of the management and provision of services*

907. The Knowledge Management and Application Development Section developed new applications and enhanced existing ones, for a total of more than 56 applications. Some of the new key workflow applications included a rental subsidy application, a vacancy result record system (a tool for analysing the outcome of Professional staff recruitment data), an electronic voting system for the Nairobi Staff Union, an IMIS user registration system (an application that enables users to request access to IMIS) and support for setting up workflow-based Lotus Notes applications. The Section was the first in the Secretariat to use Drupal, an open source content management system to facilitate the development of the Office's intranet site that allows designated users in each Service of the Division of Administrative Services to add and modify content on the site. The adoption of open source software enabled the Office to provide a cost-effective user-controlled web content product at significantly lower cost to the organization.

(b) *Improved services provided by the Information and Technology Services Division in meeting strategic goals of the Organization*

908. Since Computech was contracted with to serve as the new user support and PC maintenance vendor, the service-level benchmark has improved. A client relationship management system, iNeed, was deployed at the United Nations Office at Nairobi during the reporting period, which required the creation of an appropriate service categorization and information technology equipment database. During the biennium, despite the fact that the number of requests to the service desk increased, the turnaround time for user support substantially decreased.

(c) Increased responsiveness in closing operational gaps

909. The new IMIS reporting server was put into production use and was running well.

910. The new e-billing system using the NET framework was deployed using live data and was being reviewed by staff of the Information Technology Service.

Section 29
Office of Information and Communications Technology

Highlights of programme results

The Office of Information and Communications Technology established a number of Organization-wide ICT management processes and standards, such as a project management framework and investment evaluation methods. The framework established ICT governance structures including management oversight committees and advisory bodies that function as a forum for providing guidance on major ICT programmes and Secretariat-wide activities. Within the Office, a Client Services Unit was formed with the mandate to better align ICT activities with the programmes of the Secretariat and to manage the strategic relationship between the Office and other departments and offices. The Office made progress in a number of areas that laid the groundwork for the implementation of the ICT strategy, comprising a long-term vision, management priorities and three strategic programmes, on knowledge management, resource management and infrastructure management. The overall satisfaction with the delivery of outputs and services, as measured in the annual user survey, has held constant over the past three years, hovering very close to 70 per cent, indicating the effective management of the programme within its allotted resources. The Office held 18 regular meetings with the ICT Management Coordination Group and was substantively and actively engaged in various inter-agency groups in order to achieve greater harmonization with respect to ICT across United Nations organizations.

Challenges and lessons learned

Since its establishment, the Office has made notable progress towards the accomplishment of its expanded mandate to meet the strategic ICT needs of the Secretariat, despite the fact that it was established and operated on a cost- and staff-neutral basis as its predecessor, the Information Technology Services Division. A number of critical cross-cutting functions are currently not being carried out because of a lack of resources. Some of those functions are expected to be assisted through the approval of seven temporary assistance posts and an additional five posts provided for ICT rationalization (see A/66/94, sect. II.A). The Office will continue to foster closer collaboration with the various departments of the Secretariat by carrying out an ICT planning exercise in 2012, which will align substantive needs with ICT supply.

Output implementation rate

911. The above-cited results are based on the implementation of 100 per cent of three mandated, quantifiable outputs.

912. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 29) and Corr.1).

Executive direction and management

(a) Programme of work is effectively managed

913. The overall satisfaction with the delivery of outputs and services, as measured in the annual user survey, has remained constant over the past three years, hovering very close to 70 per cent, which is above the 2010-2011 targets of 68 per cent. This indicates that the programme was effectively managed within its allotted resources during the biennium.

(b) Timely recruitment and placement of staff

914. As of December 2010, the average period for the selection of posts through Galaxy was much longer than the set target of 120 days. When the Office was established in February 2009, a large number of vacancies were inherited from the Information Technology Services Division, many of them going back to 2008. While creating a challenge for the Office, this large backlog of inherited vacancies was substantially reduced. In 2011, a vacancy rate of only 3 per cent was achieved under the programme. The Office of Information and Communications Technology will continue to work with the Office of Human Resources Management during the next biennium to fill vacancies more rapidly.

(c) Improved geographical representation and gender balance of staff

915. The percentage of women in the Professional and higher categories was 36 per cent as of December 2011, which met the internal target of 30 per cent as set out in the proposed programme budget. During the biennium, 67 per cent of staff recruited in the Office of Information and Communications Technology were from unrepresented and underrepresented countries. This accomplishment was achieved as a result of the focused attention accorded to the issue at the regular meetings of senior management.

(d) Improved timeliness of preparation of documentation

916. The Office made a concerted effort and improved its internal process to ensure that reports were submitted on time, increasing compliance to 95 per cent during the biennium. The Office will continue in its plans for continuous improvement to ensure full compliance during the next biennium.

(e) Enhanced policy coherence in the management of the information and communications technology activities of the United Nations

917. The Office held 18 regular meetings with the ICT Management Coordination Group, which comprises all heads of ICT units at Headquarters, offices away from Headquarters, regional commissions and tribunals, and organized two four-day

conferences, held in January and June 2010, to coordinate and ensure cooperation and collaboration in the management of ICT activities. In addition, the Office was substantively and actively engaged in various inter-agency groups (for example, the ICT Network of the High-level Committee on Management) and in other settings with a view to achieving greater harmonization across the United Nations organizations and key stakeholders with respect to a number of system-wide ICT initiatives.

Subprogramme 5
Information and communications technology strategic management and coordination

(a) Strengthened programme-driven information and communications technology management and governance structures that better align information and communications technology activities to the needs of the Secretariat

918. The Office of Information and Communications Technology established a number of Organization-wide ICT management processes and standards; these included the project management framework and investment evaluation methods such as initiative and budget reviews and a key performance indicator framework. ICT governance structures established under the framework included management oversight committees and advisory bodies that function as forums for providing guidance and exchanging views on major ICT programmes and Secretariat-wide activities. Within the Office, a Client Services unit was formed with the mandate to better align ICT activities with the programmes of the Secretariat and to manage the strategic relationship between the Office and other departments and offices.

(b) Development of an overall strategy and programmes for knowledge management, resource management and infrastructure management

919. The Office made progress in a number of areas that laid the groundwork for the implementation of the ICT strategy, which comprises a long-term vision, management priorities and three strategic programmes, on knowledge management, resource management and infrastructure management. The goal is to overcome the difficulties attributable to a highly fragmented ICT environment. At the request of Member States, a revised proposal for key initiatives was reviewed (see A/66/94), which resulted in the approval of two initiatives for 2012-2013, for implementation within existing resources.

Subprogramme 6
Information and communications technology operations

(a) Improved capability of the Organization in the management and provision of services

920. During the biennium, the Infrastructure Management Service of the Office of Information and Communications Technology significantly enhanced Integrated Services Digital Network (ISDN) communications for Internet Protocol videoconferencing services using the Internet or a wide area network. This allowed for faster provisioning of video services, provided cost savings by pooling ISDN lines rather than dedicating them where they might be only rarely used, and increased the reliability of connections. In addition, hosting (physical and virtual

server services), workstation, Internet Protocol telephony and service desk services were enhanced through the iNeed application in 2011.

(b) Improved services provided by the Office of Information and Communications Technology in meeting the strategic goals of the Organization

921. The Office continued to carry out large-scale operational activities for the Secretariat and Headquarters during the biennium. These included the IMIS upgrade for the harmonization of contracts, support for the capital master plan and swing-space moves, and the establishment of the Primary and Secondary Technology Centres at Headquarters. The Office also made progress in the development of a unified ICT disaster recovery and business continuity plan. In addition, the Office established Organization-wide technology standards for enterprise content management, including document management, web content management, collaboration and social network capabilities; deployed a collaboration tool (eRoom) for a number of organizational units in the Secretariat; initiated a digital asset management project for several departments and offices in conjunction with the capital master plan; and completed work to enhance the search capabilities of the Official Document System.

(c) Increased responsiveness in closing operational gaps

922. During the reporting period, an increased number of initiatives were completed or were in progress, including: (a) the consolidation of a number of server rooms at Headquarters and the virtualization of applications (61 per cent complete at Headquarters), resulting in efficiency gains; (b) the preparation of a draft ICT sustainability policy for the acquisition and disposal of ICT equipment; (c) the connection of many duty stations' videoconferencing systems to the internal network; (d) the development of a request for proposals to select a vendor and technology for the implementation of a high-speed network; (e) the deployment of the Mobile Office solution (a telecommuting product) and a number of supported applications to enable United Nations staff to work from home, while travelling and during emergencies; (f) the implementation of a high-speed network among major New York City buildings, providing for local area network, voice, videoconferencing, physical security access control and closed-circuit television communications.

Section 30
Internal oversight

Highlights of programme results

OIOS achieved a high level of delivery against expected accomplishments. The Office continued to implement quality assurance programmes under each subprogramme to ensure that the highest standards of quality were consistently met. In addition, the development and expansion of manuals under each subprogramme ensured greater consistency and professionalism in the conduct of its work. Furthermore, 68.5 per cent of audit recommendations (1,556 of 2,271) issued during the biennium were implemented, compared with 67 per cent in 2008-2009; this continued to exceed the target of 45 per cent. A self-evaluation exercise conducted in 2010 showed that the internal audit division generally conformed to the standards of the Institute of Internal Auditors; it also showed increased awareness as a result of training programmes carried out by the Investigations Division. In addition, the Office initiated a comprehensive change management programme in 2011 that is continuing. Targets were met with regard to geographical recruitment from unrepresented and underrepresented Member States, and to the percentage of women in the Professional and higher categories.

Challenges and lessons learned

Building on lessons learned, the Office continued to refine its risk-based planning methodology and to ensure that the language of its recommendations was unambiguous so as to enhance accountability and to identify who was responsible for the implementation of recommendations. The Inspection and Evaluation Division, which conducts Secretariat-wide thematic evaluations, recognized that owing to the cross-cutting nature of such evaluations, their frequency and the Secretariat's ability respond to Secretariat-wide recommendations needed to be further considered in the planning of future thematic evaluations. Moreover, in terms of coordination with other oversight bodies, OIOS reflected on the effectiveness of its meetings and was engaging in further coordination by conducting more working-level bilateral meetings with the Board of Auditors and the Joint Inspection Unit, as necessary.

Output implementation rate

923. The above-cited results are based on the implementation of 88 per cent of 99 mandated, quantifiable outputs.

924. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 30)).

Executive direction and management

(a) Increased timeliness of submission of documentation

925. OIOS succeeded in improving its performance over the course of the biennium. Ninety-four per cent of the reports drafted, as well as documentation related to meetings of the legislative bodies, were submitted by the established slot dates.

(b) Increased cooperation with other oversight bodies in the United Nations

926. OIOS continued to coordinate regularly with other United Nations oversight entities, including the Board of Auditors and the Joint Inspection Unit, to ensure that duplication or overlap of oversight work was avoided and to minimize any gaps in oversight coverage. In addition to sharing workplans, the Office held bimonthly meetings with the Board to discuss issues of mutual interest and met with the Unit on an ad hoc basis when issues of particular concern arose. The senior

representatives of those entities took part in an annual tripartite meeting to discuss, inter alia, oversight coordination. As a result, OIOS increased its informal contacts with oversight entities in an effort to ensure open communication and information exchange and transparency.

(c) Improved geographical representation and gender balance of staff

927. OIOS achieved an increase in the percentage of geographical recruitments from unrepresented and underrepresented Member States, as well as in the percentage of women in the Professional and higher categories (for appointments of one year or more). Targets were met.

(d) Timely recruitment and placement of staff

928. The performance of OIOS in terms of average selection time improved by 7 per cent compared with the 2009 baseline, owing to the collaboration of programme managers and the Executive Office in expediting the selection process.

Subprogramme 1
Internal audit

(a) Increased ability of Member States and the Secretariat to make decisions based on internal audits, which strengthen internal control and governance processes and improve risk management

929. During the biennium, the number of references to OIOS internal audit reports in General Assembly resolutions increased, and the Assembly entrusted the Internal Audit Division with additional audit activities in strategic and operational areas. OIOS clients expressed their satisfaction with the audit-related work of the Office, with 80 per cent indicating that OIOS audits were useful in identifying and managing key risks. In addition, more than 95 per cent of recommendations related to risk management were accepted by clients during the 2010-2011 biennium.

(b) Improved levels of efficiency and effectiveness in the implementation of mandates and enhanced accountability by programme managers

930. Nearly all critical recommendations for clients aimed at improving the effectiveness and efficiency of operations and enhancing the accountability of programme managers were accepted during the 2010-2011 biennium. Seven of the eight critical recommendations made in relation to expenditure reduction, the recovery of losses and overpayments, and additional income were accepted.

Subprogramme 2
Inspection and evaluation

(a) Increased ability of Member States and the Secretariat to make decisions based on OIOS inspections and evaluations, including self-evaluation findings which improve relevance, efficiency and effectiveness in the implementation of the programmes and subprogrammes

931. The inspections and evaluations conducted under the subprogramme contributed to the decision-making of both Member States and programme managers in the Secretariat through the provision of independent evaluative evidence on programme performance and results achieved. For example, OIOS reports related to

the large-scale evaluation in 2011 of the Department of Economic and Social Affairs were favourably received by the Department, and action had already been taken at the time of reporting to implement several of the recommendations. In addition, the proportion of programme-level inspection and evaluation findings and recommendations fully implemented by the Secretariat was 79 per cent, well above the target of 38 per cent.

(b) Increased ability of Member States and the Secretariat to make decisions, based on findings and recommendations of OIOS, pertaining to cross-cutting practices within the Secretariat

932. The thematic inspections and evaluations of the Inspection and Evaluation Division informed the decision-making of both Member States and programme managers in the Secretariat. A 2011 survey of delegates to the fifty-first session of the Committee for Programme and Coordination yielded 12 responses (out of 34 members, for a response rate of 35 per cent), in half of which Division reports were rated as excellent or good overall. All 12 Committee respondents reported that the reports were very or somewhat useful in their decision-making. An example of the usefulness of the Division's thematic work is found in the evaluation of regional cooperation between United Nations peacekeeping and regional organizations, which helped to inform the decision of the Department of Peacekeeping Operations to strengthen the role of the Partnerships Team within the Department. Furthermore, the proportion of thematic inspection and evaluation findings and recommendations fully implemented by the Secretariat was 77 per cent, far exceeding the target of 38 per cent.

Subprogramme 3
Investigations

(a) Improved investigation recommendations which effectively contribute to reducing the Organization's risk exposure and increasing its efficiency and accountability

933. During the biennium, the Investigations Divisions made further progress towards the development of systematic quality controls by establishing new procedures and tools. For example, a comprehensive investigation manual ensured greater consistency and professionalism in the performance of investigation functions. Those improvements increased the effectiveness of investigations through, among other things, greater clarity as to what was required to support a charge of misconduct. The resulting investigation reports and findings, therefore, provided a stronger basis on which to take recommended action, which relates primarily to the imposition of disciplinary sanctions and/or financial recovery.

(b) Enhanced accountability and compliance with the rules and regulations by programme managers

934. Eighty per cent of the recommendations made were accepted and implemented, which is equivalent to the target rate and can be attributed in part to increased supervision of and guidance provided to investigators, as well as to quality control reviews of draft reports.

(c) Enhanced awareness by programme managers of internal control frameworks related to investigations

935. There was increased awareness of internal control frameworks related to investigations as a result of training programmes conducted by the Investigations Division (60 staff trained on procurement fraud and 100 on sexual harassment, both in the field and at Headquarters), as also evidenced by the high recommendation implementation rate referred to above.

Section 34
Safety and security

Highlights of programme results

During the biennium, partnerships were strengthened within the United Nations security management system on an inter-agency basis and through bilateral contacts. The Inter-Agency Security Management Network considered a wider scope of issues and ensured greater inclusiveness on the part of those outside the security sphere (e.g., human resources and medical services). Significant efforts were made to foster greater collaboration with existing and new partners and bring about a higher level of awareness of security issues at all levels. The concept of programme criticality is permeating the United Nations system, resulting in an examination of how the Organization operates against the backdrop of the threats and risks faced. Greater support was provided to designated officials and United Nations security officials through frequent engagement, improved training and new tools such as the security level system and an improved security travel clearance system. Fresh approaches were introduced to promote Member State engagement and greater transparency. Security analysis improved significantly, including through expanded networks of security analysts. Attention to the security and well-being of local staff during and after crises was also considerably enhanced.

Challenges and lessons learned

The security landscape is constantly shifting, presenting new challenges in a largely cost-shared system. The Department of Safety and Security is still struggling to fulfil surge requirements in crisis situations. More needs to be done to ensure clarity in terms of security functions throughout the entire security management system in order to improve effectiveness and avoid duplication. More needs to be done to ensure a clear understanding of policies and procedures on the part of non-security personnel. The modernization and management information management systems and the provision of adequate security analysis coverage depend on the availability of the requisite resources. The Organization's human resources systems that regulate recruitment, retention, mobility and career development need to be examined in order to ensure that they can better respond to the needs of the security management system.

Output implementation rate

936. The above-cited results are based on the implementation of 75 per cent of 73 mandated, quantifiable outputs.

937. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 34) and Add.1).

Executive direction and management

(a) Programme of work is effectively supported by staff and financial resources

938. The Department of Safety and Security successfully recruited more than 50 new officers to fill newly allotted posts in the field, thereby strengthening the security structure and responsiveness of the United Nations. As those posts are administered by UNDP and the related recruitment is outside the Secretariat system, they are not reflected in statistics reported under the indicators. However, the speed and the level of the recruitment activities carried out constituted a significant accomplishment for the Department during the biennium. The overall budget implementation rate as at 31 December 2011 was 100.06 per cent, with jointly financed activities amounting to 101.69 per cent of the allotment and with regular budget activities amounting to 98.58 per cent of the allotment, according to the available Nova/IMIS data.

(b) Improved geographical representation and gender balance of staff

939. Through an active outreach programme, the Department successfully increased both the representation of women at the Professional level and the number of staff recruited from unrepresented and underrepresented countries during the biennium. The proportion of women in the Professional and higher categories with appointments of one year or more increased to 29 per cent. In addition, the Department's efforts in the area of geographic representation resulted in a 75 per cent increase in the number of staff recruited from unrepresented and underrepresented Member States in the Department.

(c) Enhanced coordination, integration and compliance of policies and procedures within the United Nations security management system

940. The Policy, Planning and Coordination Unit coordinated the development and approval of the following policies relating to the security management system: (a) the security level system; (b) the security clearance and travel request information process; (c) the relocation and evacuation policy; (d) the policy with respect to the applicability of the security management system; (e) the revised framework of accountability; and (f) the road safety policy. The Unit developed additional draft policies for submission to the Inter-Agency Security Management Network, coordinated the inter-agency consultations on the security risk management process and authored the annual report of the Secretary-General to the General Assembly on this topic. In addition, the Compliance, Evaluation and Monitoring Section conducted 34 compliance assignments relating to duty stations identified by the Division of Regional Operations, in which compliance teams visited and evaluated 1,124 premises occupied by United Nations organizations and associated entities. In performing those assignments, the Section issued 496

recommendations aimed at improving the implementation of security policies and procedures. A new compliance monitoring system allowed for the monitoring of progress made in the implementation of the recommendations.

Subprogramme 1
Security and safety coordination

(a) A safe and secure environment for staff, delegates and visitors at the United Nations headquarters locations and regional commissions

941. The Safety and Security Service in New York continued to deploy effective physical, technical and procedural security and safety measures within the Headquarters complex and throughout the Organization's expanded footprint in the host city. The minimum operating security standards for Switzerland served as a reference for improvements in various areas. The Safety and Security Service in Vienna continued to make progress in the implementation of Headquarters minimum operating security standards: it built a new screening facility and established a canine team. The United Nations Office at Nairobi enhanced security at its complex through the implementation of integrated physical and technological security solutions and increased numbers of trained security staff. ESCAP made progress in the implementation of integrated physical and technological security coordination. At ECLAC, the project on access control was implemented; as a result, the level of compliance in this area met expectations and continued to improve. Despite the security situation in Lebanon, ESCWA recorded no unauthorized entries. ECA paid special attention to the strengthening of the security operation in line with its implementation of PACT, the standardized access control project.

(b) Enhanced coordination of security arrangements at United Nations headquarters locations and regional commissions

942. During the biennium, the Protection Coordination Unit coordinated the assessment and delivery (as required) of close protection for 795 operations within the United Nations system. Those operations included security arrangements for the travel of 109 senior United Nations officials, including the Secretary-General, to 142 countries. In addition, the Unit participated in a security assessment mission to Iraq and coordinated Security Council visits to Ethiopia, Kenya and the Sudan. In addition, the Division of Headquarters Safety and Security Services led working groups on various policy matters, including the development of a fire safety manual and the contracting of private security officers for the United Nations system in high-risk locations.

(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions

943. The Safety and Security Service in New York implemented and rehearsed contingency plans for "active shooter" and chemical-biological incidents. At the United Nations Office at Geneva, all fire drills were carried out in strict adherence to the plan. The United Nations Office at Vienna established a new emergency evacuation plan, successfully conducted emergency evacuation exercises and was preparing a mass casualty incident plan. The United Nations Office at Nairobi recently revised and updated its mass casualty incident and incident command plans. At ECA, the fire and safety cell and the crisis management unit conducted

assessments and exercises. ESCAP completed the plans for and was scheduled to conduct a mass casualty incident exercise. The security incident response time at ECLAC was maintained under the established limit. ESCWA conducted firefighting training for half of its security officers, in addition to developing fire and evacuation exercises. In addition, a hotline was installed between the Lebanese Red Cross and United Nations House, Beirut.

Subprogramme 2
Regional field coordination and support

Component 1
Regional field operation coordination

(a) Improved security and safety of staff members of the United Nations system, associated personnel and eligible dependants

944. During the biennium, the Department of Safety and Security made efforts to significantly improve staff safety and security globally. A focused effort to maintain the high percentages of up-to-date security threat and risk assessments, and increased compliance with minimum operating security standards, were instrumental in this endeavour. At the end of the period, 93.93 per cent of locations had an updated security risk assessment. The Department constantly updated security risk assessments for countries and areas with elevated security levels or in response to substantial changes in security environments. This increased situational awareness and vigilance on the part of all staff members. The Department also ensured compliance with minimum operating security standards at 87.27 per cent of locations worldwide.

(b) Timely response to security incidents

945. Through the completion of country-level security contingency plans and the conduct of exercises under those plans, and through an increased capability to deploy or redeploy field security officers at 24-hour notice, the Department ensured rapid and effective responses to security incidents. During the biennium, 80 per cent of locations completed country-level security plans and 60.3 per cent of locations conducted exercises. Various security issues were addressed in the plans, which were instrumental in staff evacuation, the operation of the warden system, emergency medical evacuation and other functions reflecting the unique security features of individual duty stations. The Department undertook several emergency deployments, including to Egypt, Haiti, Kyrgyzstan, Libya, Nigeria, Pakistan and Tunisia. A total of 84 Department security professionals from various duty stations were deployed during the reporting period.

(c) Enhanced security management system

946. During the biennium, the Department made significant efforts to facilitate the effective and efficient conduct of United Nations operations, while ensuring the safety and security of personnel. To this end, the Department strengthened partnerships with host countries through the increased use of host country focal points (at 89.9 per cent of locations) and the rapid reporting of incidents (the average time from the occurrence of an incident to its being reported to Headquarters was 2.8 hours). During 2010, the Department also conducted a premises vulnerability survey aimed at developing an inventory of all United

Nations facilities worldwide and evaluating their vulnerability to identified threats, so that appropriate mitigating measures could be adopted.

Component 2
Field support

(a) *Strengthened capacity of staff of the United Nations system to manage critical incident stress*

947. During the biennium, the Critical Incident Stress Management Unit continued to implement its global strategic framework by: (a) promoting access to sustainable counselling services; (b) enhancing the provision of psychosocial emergency preparedness and response; and (c) promoting inter-agency cooperation. In 2010, the Unit responded to the Haiti earthquake by deploying nine counsellors, ensuring inter-agency coordination, and training and supervising family focal points at Headquarters. The Unit also responded to crises in Iran (Islamic Republic of), Kyrgyzstan, Pakistan and Uganda as well as to hostage incidents in the Sudan. In 2011, the Unit responded to 11 emergencies: the political unrest in the Central African Republic, Côte d'Ivoire, Egypt, Libya, the Syrian Arab Republic and Tunisia; the plane crashes in Bolivia (Plurinational State of) and the Democratic Republic of the Congo; and the bombing of United Nations House, Abuja. The Unit's vigorous advocacy resulted in the maintenance of 16 counselling posts and the recruitment of six new counsellors, in Bolivia (Plurinational State of), Gaza, Jamaica, Peru, Somalia and Zimbabwe.

(b) *Strengthened capacity of all participants in the United Nations security management system, including designated officials, security management team members, security officers and staff members, through security training*

948. The revision of the CD-ROM *Basic Security in the Field II* was launched in November 2011. Security managers and security officials were targeted separately, with specific training packages. Seventy-one designated officials and 47 security management teams (more than 895 team members) received training throughout the world. All newly recruited security officers were certified through the security certification programme, and 10 courses for local security assistants trained 268 participants. Two intermediate training programme courses were conducted in 2010-2011. Security specialist training was also conducted: five hostage incident management courses, six close protection courses and seven medical courses. The Training and Development Section established a forward-training hub in East Africa in 2010. The "Secure and safe approaches in field environments" programme continued, training a total of more than 15,000 United Nations personnel. One field security training programme was also conducted for Department of Peacekeeping Operations security officers in 2011.

(c) *Improved planning and preparedness for responding to crisis events and emergencies at all United Nations locations worldwide*

949. Security clearance is essential to ensure that the Organization knows where staff members are in the event of unforeseen events that may endanger them and eligible family members travelling with them. The travel request information system allows all personnel eligible under United Nations security arrangements to process security clearances online, which provides United Nations security officials with

information on how to reach them if other security measures are needed to ensure their safety. Currently, 278,941 staff members and eligible dependants are registered in the system. The Crisis Management Support Unit supports the Under-Secretary-General for Safety and Security in his role as Chair of the Crisis Operation Group and provides support during crises or any other type of event that affects the safety and security of Headquarters, its operations or staff. The Unit is also in charge of preparedness and simulation exercises.

Section 37
United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)

Highlights of programme results

The start of the biennium was marked by intensive discussions on the establishment of a new gender equality architecture. One year later, on 1 January 2011, UN-Women[103] became operational. During its first year of operation, and building on the work of its constituent entities, which included normative and operational elements, UN-Women provided substantive servicing of the Commission on the Status of Women, General Assembly sessions on issues related to the advancement of women, two open debates of the Security Council on women and peace and security, and two substantive sessions of the Economic and Social Council. In its operational work, UN-Women provided training and support to women candidates conducting campaigns for public office in 23 countries. A partnership with FAO, IFAD and WFP was initiated in July 2011 to advance the economic empowerment of rural women. Also in 2011, UN-Women spearheaded a global initiative to provide women and girls with universal access to critical support in situations of violence.

Challenges and lessons learned

The major challenges arising during the biennium were associated with the transition from the four constituent entities, each with its own staff, management and procedures, to one United Nations Entity for Gender Equality and the Empowerment of Women. The transition required the realignment of posts and functions and the establishment of a new organizational structure. Designing and establishing this new structure required time and dedication, and therefore slowed the delivery of some of the outputs of the Entity. The bulk of the Entity's resources come from voluntary contributions. With the fragility of the global financial climate, progress towards UN-Women's projected $500 million annual budget was slower than expected.

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[103] Established by the General Assembly in its resolutions 64/289 and 65/259.

Output implementation rate

950. The above-cited results are based on the implementation of 77 per cent of 119 mandated, quantifiable outputs.

951. Approved expected accomplishments and indicators of achievement can be found in the consolidated report of the Secretary-General on the changes to the biennial programme plan as reflected in the programme budget for the biennium 2010-2011 and the proposed programme budget for the biennium 2012-2013 (A/66/82), as modified by the Committee for Programme and Coordination in paragraph 38 of its report on its fifty-first session (A/66/16).

Executive direction and management

(a) Programme of work is effectively managed

952. UN-Women took a number of steps to establish effective executive direction and management. Following a consultative process with partners, it prepared its first strategic plan, for 2011-2013, as well as workplans for all of its country offices. An entirely new senior management team was appointed, which developed proper lines of management accountability, thus contributing to the effective and efficient delivery of outputs.

(b) Timely recruitment and placement of staff

953. As part of its strategic plan for 2011-2013, UN-Women formulated a comprehensive human resources management strategy that will ensure dedicated and high-quality human resources. The strategy will ensure the timely filling of vacant posts through a competitive and transparent recruitment process. It will also cover human resources management planning and policy, organizational design, learning and talent management, workforce management, the administration of benefits and recourse mechanisms. Those measures will ensure that competent staff resources are in place and are trained and motivated to achieve agreed results.

(c) Enhanced accountability of the United Nations system in its work on gender equality and empowerment of women

954. UN-Women promoted new initiatives and the strengthening of system-wide accountability mechanisms for gender equality, including the adoption of a gender marker throughout the United Nations system to track resources for gender equality and performance indicators aimed at assessing the gender responsiveness of common country programming. UN-Women also coordinated the development of a system-wide action plan to operationalize the gender mainstreaming strategy. The piloting of the plan started in December 2011.

Subprogramme 1
Intergovernmental support and strategic partnerships

(a) Enhanced capacity of the Commission on the Status of Women to fulfil its mandates, including the promotion of gender mainstreaming in all political, economic and social spheres and enhanced support of UN-Women for the participation of non-governmental organizations in the work of the Commission on the Status of Women

955. The Commission on the Status of Women held a successful fifty-fifth session, at which it adopted agreed conclusions on its priority theme. It also adopted a number of resolutions, including its first-ever resolution on mainstreaming gender equality and promoting the empowerment of women in climate change policies and strategies, which can serve as a basis for further work on the topic in other intergovernmental forums. The Commission benefited from the active participation of Member States and non-governmental organizations, as evidenced by the attendance of a significant number of ministers and other senior Government officials, high participation levels in interactive expert panels, and many parallel events. The participation of non-governmental organizations was greatly facilitated by the early printing of grounds passes for individuals who had previously attended sessions of the Commission and by enhanced cooperation between UN-Women and the Department of Safety and Security, which appreciably decreased waiting times for representatives of non-governmental organizations.

(b) Enhanced capacity of the United Nations system entities to mainstream gender perspectives, to improve the representation of women and to undertake targeted measures to empower women in policies and programmes of the United Nations system in a coherent way

956. Most United Nations entities continued to reflect a gender dimension in their design, implementation, monitoring and evaluation of policies and programmes. They also included accountability for gender mainstreaming in overall institutional accountability frameworks, monitoring, evaluation and oversight mechanisms and staff performance appraisals. United Nations entities demonstrated enhanced efforts to mainstream gender into the common country assessments/United Nations Development Assistance Frameworks, and reviews of the annual reports of Resident Coordinators indicated progress in mainstreaming gender equality into national development processes. The United Nations Development Group indicators for the performance of United Nations country teams on gender were increasingly being used as part of the United Nations accountability framework at the country level.

(c) Enhanced capacity of UN-Women to support Member States, upon their request, in their efforts to achieve national and internationally agreed gender equality priorities

957. UN-Women invested in enhancing its capacity to support Member States in achieving gender equality by focusing on the alignment of functions and staff from the four distinct former entities in accordance with the mandate enshrined in its founding resolution; putting in place its senior management team; and strengthening its field presence while leveraging its Headquarters presence. Rather than trying to do this alone, it leveraged existing United Nations presences and gender expertise on the ground as a guide for its decisions related to programming choices and the

opening of offices. UN-Women prioritized support for common country programming processes, the mapping of United Nations system gender expertise, gender audits and the implementation of performance indictors on gender equality, comparable gender markers across the United Nations system and joint evaluations of joint programmes on gender equality.

Subprogramme 2
Policy and programme activities

(a) Enhanced policy support for the promotion of the full and effective implementation of the Beijing Platform for Action, the outcomes of the twenty-third special session of the General Assembly and the 2005 World Summit and the Convention on the Elimination of All Forms of Discrimination against Women

958. UN-Women contributed to the full implementation of the Beijing Platform for Action and other normative outcomes through its policy research, analysis and recommendations that supported Member States in their deliberations and negotiations. In particular, the flagship publication of the Entity, *Progress of the World's Women*, which focused on women's access to justice, was launched in several countries and attracted a significant amount of attention at the regional and country levels. In 2011, UN-Women deepened its engagement with thematic intergovernmental processes in an effort to promote the inclusion of gender perspectives in analysis, discussions, results and follow-up. These included the Fourth High-level Forum on Aid Effectiveness, held in Busan, Republic of Korea, and the preparations for the United Nations Conference on Sustainable Development, to be held in 2012. UN-Women's efforts resulted in greater coherence between the support that it provided for normative intergovernmental processes and its operational support for partners at the national level in the implementation of those outcomes.

(b) Enhanced policy support for the implementation of the women and peace and security agenda by the United Nations system

959. UN-Women, in collaboration with partners, worked to improve the normative and operational outputs relating to the agenda relating to women and peace and security. Examples included the development and adoption of a system-wide strategic results framework with targets and indicators to assist Member States in accelerating the implementation of resolution 1325 (2000) on women and peace and security. Technical support was provided to some Member States in developing accountability mechanisms, including through the preparation of national action plans for the effective implementation of this agenda. UN-Women now also provides regular briefings to the Security Council on this topic. The Entity also launched an e-learning course on the implementation of resolution 1325 (2000) in two regions and organized at least 16 "open days", including two regional events that provided a platform for senior United Nations leaders to engage with women's organizations on issues related to women and peace and security.

(c) Enhanced international support for efforts that contribute to eliminating discrimination against women and girls and empower women, in line with internationally and regionally agreed United Nations commitments on gender equality

960. UN-Women continued to contribute to efforts aimed at eliminating discrimination against women and girls, in line with international and regionally agreed commitments on gender equality. The Entity provided technical assistance to Member States at the national level to address the gender dimension in their national plans, policies and strategies. UN-Women also provided support for the implementation of the Convention on the Elimination of All Forms of Discrimination against Women and the preparation of periodic reports to the Committee on the Elimination of Discrimination against Women. There was also enhanced support for increasing women's political participation, ending violence against women and promoting women's economic empowerment. UN-Women provided support to 44 countries for gender-responsive budgeting, resulting in the issuance of gender-responsive budget guidelines by 17 ministries of finance and the initiation of budget monitoring mechanisms by 13 countries. This support led to important and enduring institutional changes. Gender-responsive capacities and procedures are now firmly established within those 17 ministries of finance, including changes in budgeting processes to make them more gender-responsive.

(d) Enhanced capacity of UN-Women to effectively support, upon the request of Member States, national mechanisms for gender equality, service delivery institutions and civil society organizations, in order to advance gender equality and women's empowerment and to protect women's human rights

961. UN-Women provided capacity development support to national women's machineries, civil society and service delivery organizations to help them better advocate gender equality and women's empowerment and the mainstreaming of gender into policies, strategies, plans and programmes. Specifically, UN-Women supported national women's machineries in 52 countries, civil society and women's organizations in 71 countries, and delivery institutions, ministries and local government bodies in 59 countries. In addition, UN-Women provided training and support for women candidates in campaigns for public office in 23 countries. UN-Women responded immediately to the crises in Egypt and Tunisia by providing support for women's participation in constitutional reform, elections and political transition.

(e) Enhanced capacity of UN-Women to mobilize and manage multi-donor funding arrangements that respond to demands from programme countries

962. UN-Women manages the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women and the Fund for Gender Equality. Both funds received substantial contributions and disbursed significant grants: the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women received $13.5 million, and the Fund for Gender Equality received $806,000. Both trust funds continue to attract funds, even in economically challenging times.

(f) Enhanced capacity of UN-Women to lead and coordinate the United Nations system in supporting Member States at the country level in order to implement their national commitments to eliminate discrimination against women and girls, empower women and achieve gender equality

963. A number of United Nations programmes at the country level were formulated and/or implemented with assistance from UN-Women. The Entity was also involved in a number of coordination mechanisms at the regional and country levels that involved gender-themed groups and United Nations country teams. For example, UN-Women was present in all "Delivering as one" pilot countries and was increasingly represented in "self-starter" countries. All of these pilots contributed important lessons on how the United Nations could provide a coordinated response to Member States in supporting the achievement of national priorities in the area of gender equality. In addition, UN-Women was involved in strengthening the role of national women's machineries to influence national development agendas; coordinating multisectoral responses across a multitude of Government ministries; and participating in and influencing United Nations planning exercises. In many countries, gender equality advocates in civil society also received support in advocating gender-responsive laws and policies.